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AUGUST 2020

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SPECIAL ISSUE

CREATING A BETTER POST-PANDEMIC WORKPLACE WITH TECHNOLOGY

15 top executives explore the future of the new post-pandemic workplace and how collaboration between teams and workers is fast transforming.



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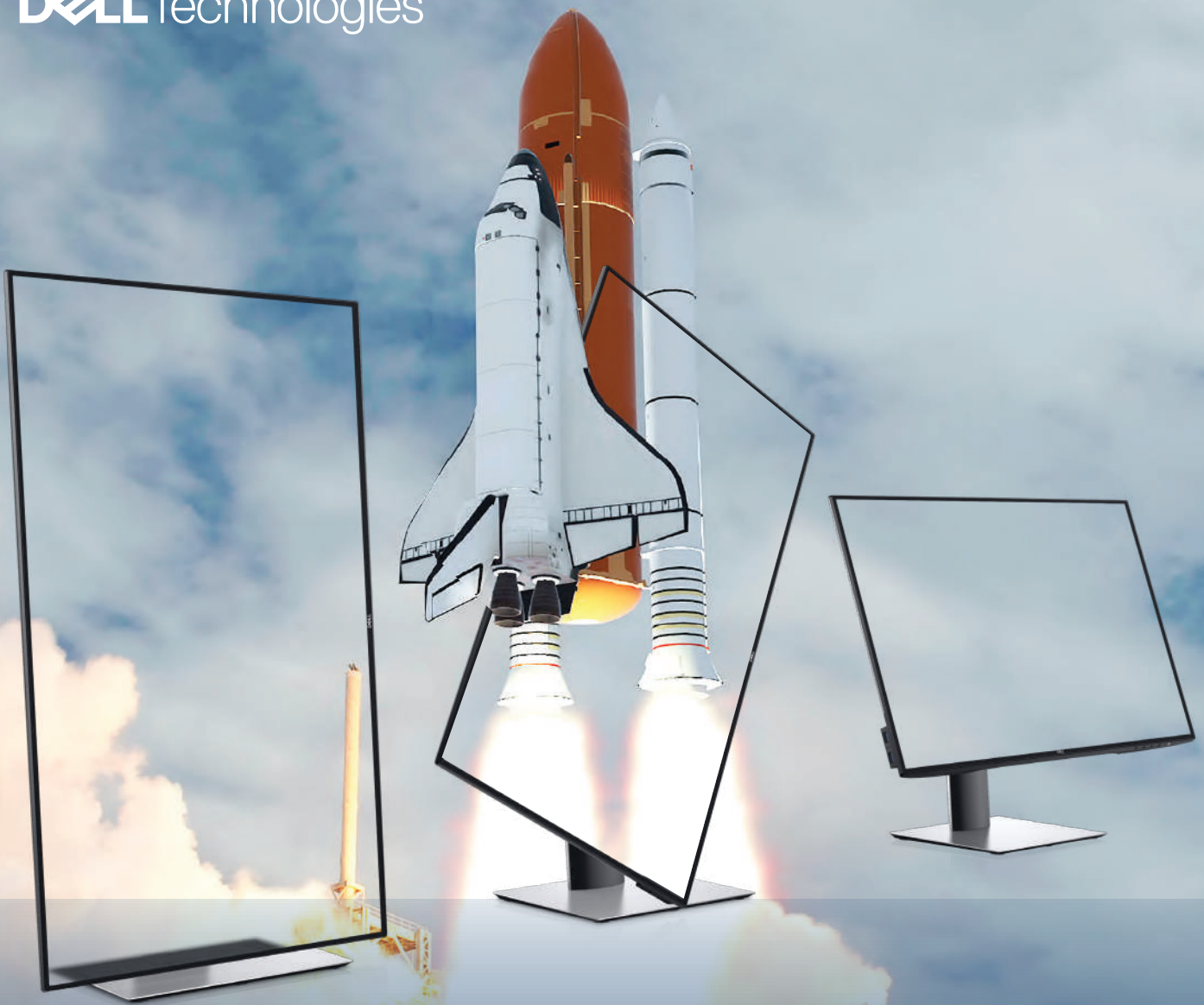
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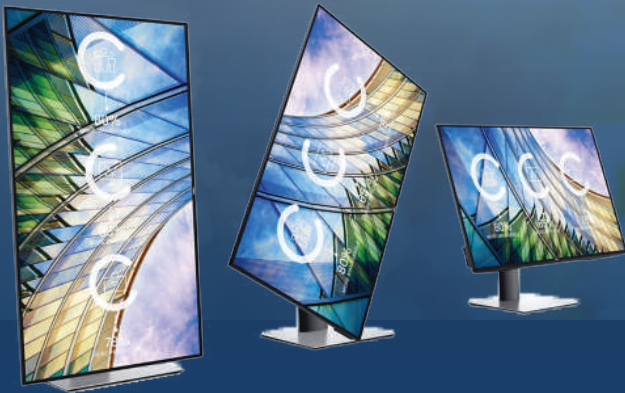
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NO ONE REALLY KNOWS FOR SURE ABOUT THE NEW NORMAL

At first everybody believes the new normal can be easily defined, described, and made into a tidy little rule book. Some of the guys will be working from home and the others will stroll into the workplace when they are so-called weary of work at home. And then when the mask thingy gets a bit too much at office, they will flip back to work at home.

And so, it will keep rotating across the business and its pretty cool. After all, the schools are going to be doing it on a large scale, and so are the rest of the businesses, right? So, everything is figured out. Actually, it is not all figured out and the adjustment to new normal is just beginning.

The new normal does not recognise hierarchy in the organisation as a reflection of competency to manage workers in a hybrid workplace. In fact, the most singular achievement of the post pandemic world is that it has got people to try new ways of going forward, new skills and new relationships, inside a team, inside a home, or inside the organisation. Even across nations, a new world order is jostling to be released.

Mark Ackerman at ServiceNow draws attention to one of the most fundamental changes expected in the new normal, post pandemic workplace. We will start seeing employees get measured on how they communicate and collaborate. Those businesses that provide employees with the right digital experiences will see increased engagement, higher productivity, and better business continuity.

Leslie Raimondo at Booz Allen Hamilton explains that the real achievement is to be able to blend technology and compassion into the new normal. The lessons learned from this experience will help us evolve a technology-led and yet more compassionate work model for the post-pandemic workplace.

Hassan Aljuaidi at Jupiter Business Mentors raises a deep question. Did the pandemic just create a new worker and a new role? Companies are no longer looking at candidates that fill 48 hours a week policy, rather they are keen to employ those with uniquely human skills. Managers and coworkers, are now taking additional responsibilities and becoming crisis managers.

According to Luke Tapp at Pinsent Masons, the sheer disruption created by the pandemic has made the workplace jump forward by five years. The positive legacy of the pandemic from a human resources perspective is the workplace environmental changes. Majority of companies can take advantage of the new normal to make time at work as productive as possible and enable people to spend more time at home.

Turn these pages to read more about what 15 top executives have to say about the surprises, changes, and stress that lie in store across the post pandemic, new normal.

In this month's Transformation Champion's section, we deep dive into three organisations to look at the role play between technology and business: RAK Wastewater, BRF Sadia, Dubai Asset Management. Plus thought leadership from eight industry experts.

Read on, learn on.

Arun Shankar
arun@gecmmediagroup.com

NOT ENOUGH TECHNOLOGY IS OBSTACLE IN NEW NORMAL

As hybrid working becomes the new normal, organisations are still struggling with lack of suitable technologies writes Subbu Iyer at Riverbed.



SUBBU IYER,
CMO Riverbed.

Although we all wish the impetus for widespread remote working was different, the new way of working—one that is distributed, technology-enabled, and aligned with meaningful digital transformation goals—should

have long-term positive effects for business and people. The abrupt shift to remote work caused some major initial challenges.

It is no surprise to anyone that at the very beginning of the pandemic, many companies were caught flat-footed. Although 95% of leaders were comfortable with the idea of remote work, 69% said they were not completely prepared for such a jarring transition. That sudden shift produced some substantial problems.

For instance, 40% flagged increased technical difficulties as a major disruptor while 37% cited weaker employee performance and productivity. Another 36% indicated stress and anxiety were big issues for employees. These are all predictable outcomes for a pandemic that upended both personal and professional norms. Fortunately, all these issues are surmountable with the right technology.

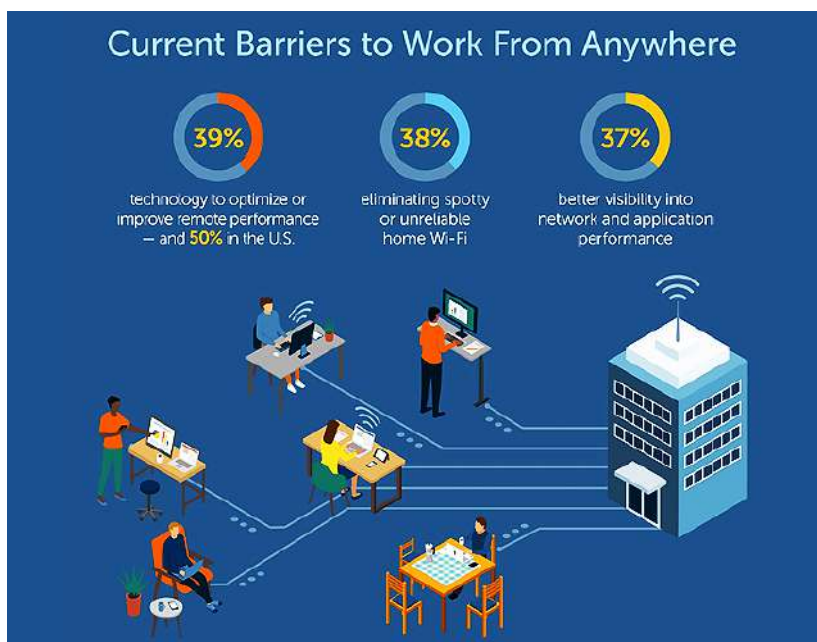
The sudden shift to remote work gave business leaders a better sense of the biggest barriers to success for ensuring the performance of a remote workforce. According to the 700 global respondents, the biggest barriers are: technology to optimise or improve remote performance 39% globally, 50% in the US, spotty or unreliable home Wi-Fi 38%, and the need for better visibility into network and application performance 37%.

Forward-thinking organisations are investing for performance in this remote work reality. Of those surveyed, 61% of leaders will be making additional technology investments in the next 12 months, with 31% describing this expansion as significant. Anecdotally, we have heard this same theme from customers, who are deeply interested in taking a more proactive posture.

There is no question that hybrid work environments are on the roadmap for many businesses across a wide variety of industries. In fact, a survey found that on average globally, businesses expect 25% of employees will work remotely after Covid-19, nearly a 50% increase versus prior to the pandemic. Employees will increasingly work from anywhere and technology will be the enabler that breaks down barriers to performance and security.

Tools that maximise the performance and reliability of apps and remote workers or that drive enhanced network visibility regardless of location will be absolutely fundamental to high-functioning organisations in this new paradigm.

As the new normal becomes just normal, companies are preparing for a large-scale, long-term shift to remote work, where increasingly employees will work from anywhere. ■



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TOP TRENDS DRIVING ENERGY CONSUMPTION IN DATACENTRES

Driven by the new normal, datacentres are experiencing growth in bandwidth primarily from three factors writes Dalia El Hendy at Schneider Electric.



DALIA EL HENDY,
VP Secure Power, Gulf Countries,
Schneider Electric.

Datacentres must be capable of reacting to change efficiently.

To adapt to the increasing complexities of the industry, datacentres and providers are shifting their priorities to meet the unique needs of these facilities who are facing numerous challenges from these growing, complex environments.

Let's take a closer look at three key trends that will affect the digital economy of the future:

#1 WITH THE PANDEMIC ACCELERATING DIGITISATION, DEMAND DRIVERS REMAIN STRONG

Over the past 25 years, the commercial datacentre sector has proved resistant to economic recessions. Also, a wave of new investors is joining the very active market for datacentres. Investments in datacentre budgets are rising by 12% across the Middle East; the UAE's growth is expected to be even higher, with a forecast of 37% throughout 2020

Datacentre owners will continue to weigh innovative technology with the opportunity for cost savings and operational efficiency when partnering with technology and equipment providers. Experts forecast double digit growth but smaller datacentres and co-locations.

#2 THE NEXT WAVE OF INTERNET BUILD-OUT IS UNDERWAY, WITH MUCH MORE AT THE EDGE

Bandwidth, costs and latency are among the reasons why more edge

capacity is needed. All datacentres are working to drive down energy consumption to advance sustainability in their centers and decrease costs.

The demand for edge computing is being driven by new applications coming to the market that require low latency, and cloud and colocation datacentre providers will likely lead the shift. However, do not expect the edge to replace the cloud, rather they will complement one another.

#3 DATACENTRE ENERGY USE WILL CONTINUE TO RISE IN 2020, STRAINING THE GRID

The world will be spending more on energy over the four decades than it has for the past 400. Internet traffic growth is at 42% in the Middle East and Africa region, almost double the rest of the world – with an impressive two billion internet users, 21 billion network devices and 1.3 million video views per minute. Most datacentres in the region are working to drive down energy consumption to advance sustainability in their centers and decrease costs.

To stay protected, increase operational efficiency and lower energy usage, datacentres will continue to seek out new and innovative ways to guarantee success for themselves and their customers. This in turn, is driving the demand for new technology solutions that provide more control, flexibility, reliability and added security to manage and protect massive amounts of data. ■

As the world comes to term with the new normal, there is an urgent need to manage, store and protect escalating volumes of data that is now being felt across all industries but most notably, by datacentres.

Datacentres rely on uninterrupted power to conduct business as usual even when utility power fails. Today's critical power systems designed to provide continuity of power at a datacentre are complex.

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TRANSFORMATION OF THE DATACENTRE HAS JUST BEGUN

Avinash Gujje at Cloud Box deep dives into three operational and technology reasons why transformation of the modern datacentre has just begun.



AVINASH GUJJE,
Practice Head Infrastructure,
Cloud Box Technologies.

KEY TAKEAWAYS

- Look at the datacentre more holistically rather than by business specific workloads
- Adopt the approach of an end to end, intelligent, self-learning datacentre.
- The traditional datacentre is under siege to adapt and transform itself.
- By 2025, 80% of global enterprises will have scaled down the datacentre as we know it today.

Digital transformation is driving complexity into the datacentre while expecting it to deliver increasing simplicity and agility. The exponential growth of data, data points, and complex matrix of networking, cannot be managed and countered by the move towards software defined everything and

everything as a service, amongst others.

We look at three significant factors that will impact the design and architecture of the modern datacentre in the future.

#1 SELF-LEARNING

In order to build future proof datacentres, the way forward according to Gartner, is to look at the datacentres more holistically rather than by business specific workloads. Bringing in artificial intelligence and machine learning to manage the demands of the overall datacentre as a self-learning, self-optimising service, intelligent services delivery center will be the way forward. By adopting an intelligent, self-learning approach for the datacentre, outcomes can be better optimised to deliver predefined goals and service levels.

Datacentre managers will need to break away from the modular approach of building datacentres for specific workloads, that will be unable to cope with increasing complexity. They will need to adopt the approach of an end to end, intelligent, self-learning datacentre.

#2 SCALING DOWN AND REDISTRIBUTION

The traditional datacentre is under siege to adapt and transform itself. The traditional approach was always to build for delivering IT services and delivery. Now that approach has leapfrogged into something best described as, where can we find those IT services. Gartner is predicting that by 2025, 80% of

global enterprises will have scaled down the datacentre as we know it today, that is the traditional datacentre.

The decision whether to host an application on premises and where to host, is increasingly getting complicated by factors such as the location of key customer population centers, network latency distributions, and geographical regulations and compliances, such as GDPR. The cost of rebuilding and modernising datacentres using a legacy approach of build and operate as an organisation's capital asset, is increasingly becoming difficult to justify.

#3 CUSTOMER EXPERIENCE

When building a datacentre strategy, it is important to consolidate the services expected from the datacentre by its customers. The datacentre strategy cannot be defined by the hardware, software, network, architecture, vendors, premises, but must also include the expectations from the organisation to help the business to succeed. Similar to the development of technology platforms, services will need to be delivered according to on-premises, externally hosted, co-located, or cloud-based customers.

The core competencies of the datacentre going forward, can be described as: driving and managing efficiencies; effective and secure deployments; scaling while enabling the enterprise to fail faster. The IT organisation is responsible for the overall end user experience around the datacentre and must have the tools to monitor and manage the services and processes dependent on the datacentre. ■

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CFO ROLE VITAL IN SWITCH TO PAY AS YOU GO LICENSING

The role of the CFO is vital to lead the organisation while making the switch from perpetual to usage-based licensing explains James Kidd at AVEVA.



JAMES KIDD,
Deputy CEO and Chief Financial
Officer, AVEVA.

Developments in technology, particularly the shift to the cloud, are helping drive business transformation. Many software companies that used to sell perpetual licences are now transitioning to a subscription-based approach. Instead of selling and installing a high up-front cost on-premise software solution with a support package, for example, under a subscription model, software can be hosted on the cloud and businesses are selling access to software through subscription.

Transforming to a recurring revenue business model has a transformational impact for both internal and external stakeholders.

Consequently, strong planning and communication are vital in order to deliver an effective transition.

Firstly, it is vitally important that businesses frame this transition in terms of how it will benefit customers. In an increasingly competitive business environment, where deploying the best technology gives customers a competitive advantage over their peers, flexible access to the latest software at a low initial cost and risk is of great benefit.

Secondly, while there is no doubt that the recurring revenue model is attractive from an investor perspective as it can deliver higher lifetime value from the customer base, these transitions do bring short-term challenges.

Due to the loss of up-front revenue from initial licence fees, there can be a short-term impact on revenue and margin at the beginning of a transition. The impact of this needs to be clearly explained and put in the context of improved long-term margin and cash flow generation opportunity that subscription business models offer.

The CFO role is crucial to the success of these communications, which to be successful, need to be underpinned by accurate forecasting, analysis and reporting metrics.

Here are three key recommendations for a successful transition to a recurring revenue model:

#1 GET THE RIGHT COMMERCIAL PROPOSITION FOR THE CUSTOMER

It needs to be crystal clear why

customers would want to buy a subscription over a perpetual licence. It must be evident what the benefits are for the customer with the value proposition compelling.

#2 ALIGN THE SALESFORCE WITH CORPORATE OBJECTIVES

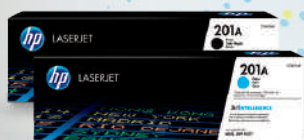
It is vital to make sure that sales incentives are aligned with the company's strategy to drive the right behaviours. Transitioning from upfront licence fees, attracting large sales commissions at that point, towards a model which attracts much lower upfront revenue is a challenge and so remuneration structures need to be amended. Training around understanding and selling new product offerings is also essential.

#3 BUILD BACK OFFICE CAPABILITIES

Back office finance processes will see significant change and it is important to ensure that the business retains key staff and attracts new talent who can support this change. Processes relating to revenue recognition, invoice processing, renewal management and contracting models will change.

Potentially, there is a higher volume of transactions. The renewal process may need to be re-engineered, acknowledging when renewals happen now, and who is responsible for handling them. As business models continue to evolve, CFOs must be at the heart of the team developing delivery metrics and fresh ways of demonstrating business performance. ■

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Global CIO Forum, Strategic Plus conclude websummits on driving Digital Africa

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On July 15, Strategic Plus in partnership with Global CIO Forum, GCF, successfully concluded the GCF Unite WebSummit, Africa. The event unfolded with one session a week, every Wednesday, for three weeks in a row. The theme for the WebSummits was Digital Africa. These sessions presented a platform for conversations about technology and how Africa can leverage global standards in meeting its own technological demands.

LEAPFROGGING TECHNOLOGY TO DRIVE AN IMPECCABLE AFRICA

- Aisah Addo: Africa to the world. How to leapfrog technology to drive Africa.
- Kojo Choi: Africa in the next five years. How to leapfrog technology to drive Africa.

TRANSFORMING BUSINESS TODAY AND BEYOND

Driving high-velocity growth by forging cross-border partnerships and cutting-edge technologies.

- Nehemiah Attigah: Transforming business in Africa. Benefits of cutting-edge technologies to form strategic partnerships.
- Samuel Amanor: Opportunities for forging cross-border partnerships. Business today and beyond.

LEAPFROGGING TECHNOLOGY TO DRIVE AN IMPECCABLE AFRICA

- Josiah K Eyison: Re-imagining business in Africa. The effective role of an innovative leader.
- Rosy Fynn: Re-imagining business in Africa. A leader's outlook on tech and innovations as change catalyst.

The WebSummits were moderated by Kwaku Asare Ofosuhenne, Founder and Executive Director of Strategic Plus Solutions, and Cassandra Tawiah, a leading entrepreneur in the region.

The GCF Unite WebSummit, Africa series brought together attendees from across Africa and rest of the world. These sessions were sponsored by Strategic Plus Solutions, GEC Media Group and the CIO Global Forum.



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Response-ABLE Leadership – Everything you do Matters!
by John Mattone



Top executive coach John Mattone delivers WebSummit on Response-ABLE Leadership

Only July 6, Global CIO Forum, GCF, successfully hosted a WebSummit with John Mattone, leading executive coach and co-founder of the Intelligent Leadership Executive Coaching Franchise. The topic of the WebSummit was Response-ABLE Leadership, Everything You Do Matters.

The challenge of preparing the next generation of leaders to handle the fiercely competitive global landscape and lightning fast pace of change that defines this era, is proving almost insurmountable.

Mattone proposed a solution to this leadership paradox, and has developed an approach that cuts right to the core of what holds leaders back from greatness and

future leaders from achieving their potential. It's what has made him the world's top executive coach. In fact, the coach of coaches. It is also what has drawn Fortune 500 CEOs, from the late Steve Jobs to PepsiCo's Roger Enrico, to seek his counsel.

MATTONE COVERED A RANGE OF IMPORTANT ISSUES, INCLUDING:

- The power of the Vulnerability Decision
- Leveraging gifts and addressing gaps
- The courage to execute as the instigator to agility in learning and innovation
- Possessing the Privilege Mindset
- Being vigilant

• Course-correcting

The hour-long Response-ABLE Leadership, Everything You Do Matters WebSummit inspired attendees from across the GCC and rest of the world. Mattone also answered audience questions at the end of his keynote.

Mattone's unique approach

John Mattone's approach to leadership and helping people to achieve success is unique. His focus is on helping people develop what he calls their inner core, which requires they connect with their deeper purpose, strengthening their character, and clarifying their values. This sets his philosophy apart from many leadership and life development approaches.

BMW invests €15 million into new Additive Manufacturing Campus



The BMW Group has officially opened its new Additive Manufacturing Campus. The new centre brings together production of prototype and series parts under one roof, along with research into new 3D printing technologies, and associate training for the global rollout of toolless production. The campus, which came at an investment of €15 million, will allow the BMW Group to develop its position as technology leader in the utilisation of additive manufacturing

in the automotive industry.

Access to the latest technologies is gained through long-standing partnerships with leading manufacturers and universities, and by successfully scouting for industry newcomers. Back in 2016, BMW i Ventures, the venture capital arm of the BMW Group, invested in the Silicon Valley-based company Carbon, whose Digital Light Synthesis technology achieved a breakthrough in planar processes, using a planar light projector to

enable super-fast component production.

Further investments were made in 2017, when the BMW Group became involved with Desktop Metal, a start-up specialising in additive manufacturing of metal components and developing innovative, highly productive manufacturing procedures. Close collaborations with Desktop Metal continue. In the same year, BMW i Ventures invested in the US start-up Xometry, the world's leading platform for on-demand manufacturing. With its extensive network of manufacturing companies specialising in fields such as 3D printing, Xometry provides fast access to components.

The latest investment was in the German start-up ELISE, which allows engineers to produce component DNA containing all the technical requirements for the part, from load requirements and manufacturing restrictions to costs and potential optimisation parameters. ELISE then uses this DNA, along with established development tools, to automatically generate optimum components.



Deal enabling platform Maksab using Ethereum blockchain smart contract

In the era of digitisation and the need for increased financing post Covid-19, especially for the small and medium sized sectors, a trusted deal making digital platform called Maksab has officially launched. Maksab is an easy-to-use platform that makes it possible for corporate advisors and consultants to serve and assist SMEs with streamlined deal-making through exclusive emerging transactions and efficient management features.

Maksab connects advisors and private professional investors with SMEs that are seeking growth capital in a virtual environment. The platform is developed for corporate finance consultants and transaction agents known as Advisors, SME business owners, Sell-Side, and private investors, Buy-Side.

The Maksab Platform leverages the Ethereum blockchain to allow confidential, secure, streamlined, efficient and reliable transactions between platform users by deploying Ethereum-based ERC-20 smart contract. The smart contract allows for Maksab tokens, MXAB, to be utilised on the network as a bridge currency and anti-spam mechanism to manage and close deals in a B2B environment.

The platform allows SMEs to get access to qualified resources that assist them in accelerating the growth of their businesses. With the launch of Maksab, professional advisors and consultants can now support, consult, guide and prescribe growth strategies to entrepreneurs and their management teams.

MOHAMED EL-MASRI,
Founder, Maksab.



Dubai Production City's Immensa expands 3D printing facility to Saudi Arabia, Abu Dhabi

UAE startup Immensa Technology Labs has announced plans to open a state-of-the-art 3D printing facility in Saudi Arabia in what is a major homegrown success story for Dubai Production City. Immensa Technology Labs is a UAE-based additive manufacturing company located in Dubai Production City, which is a business community for the global publishing, printing and packaging industries, since 2016.

The company employs 22 people in the UAE and exports to numerous markets including Saudi Arabia, Kuwait, Jordan, and North America among other places.

Many jobs will be created when it opens the 8,000 sq ft complex in the Eastern Province this year. To expand its reach, the company will also establish a presence in Abu Dhabi, the US and other global markets as 3D printing demand

continues to rise.

Immensa Technology Labs was founded in 2016 during the launch of HH Sheikh Mohammed bin Rashid's Dubai 3D Printing Strategy. A first of its kind for a regional company, Immensa was part of the international group which was led by DNV GL and included Shell, Equinor, Total, BP, Siemens and other global organisations in developing the guidelines for the production of 3D printed metal parts for the oil and gas and maritime industries.

Amid the Covid-19 pandemic, it remobilised its manufacturing operation to produce more than 20,000 3D printed face shields per week, supplying local and international companies including Emirates Food Industries, Hira Industries, and Sheikh Khalifa Hospital in UAQ.

Its industrial 3D printing technology allows companies to run a virtual warehouse to store digital twins of spare parts traditionally kept in storage. When a new item is required, the company logs onto its digital inventory, downloads the asset and 3D prints it, significantly reducing costs and boosting supply chain localisation.

Investment firm GRIP, member of DIFC, issues region's first ever digital securities

Dubai International Financial Centre, DIFC, has announced that investment banking and wealth management firm, GRIP, will conduct a multi-million Dollar capital raise for Lead Real Estate this month, through the innovative issuance of digital securities representing investor shares. The issuance is the first major globally compliant digital securities offering in MEASA, marking a key milestone for DIFC and Dubai. GRIP is also on course to establish a private securities marketplace within the Centre, a first for the region. The announcement reinforces DIFC's vision to drive the future of finance. The issuance also cements the DIFC's position as the financial hub in the region, thanks to its robust, yet innovative legal and

regulatory framework which helps nurture innovation and adoption of technology.

DIFC's regulations, laws and structures have enabled GRIP to become the first company in the MEASA region to establish, manage and distribute an international capital raise using Digital Securities as a medium of issuance.

The offering involves a collaborative effort by reputed lawyers, service providers, technology providers and regulated firms from across the world, including UAE, the US, Japan, Hong Kong and the Cayman Islands. GRIP is leading the capital raise for Lead Real Estate, a Tokyo headquartered residential and commercial developer focused upon the planning, acquisition, renovation and repurposing of

real estate assets, with some of their projects being developed to leverage on the opportunities arising out of the 2021 Tokyo Olympics. Lead Real Estate's assets are spread across Japan, America, Hong Kong and the Philippines.

ARIF AMIRI,
Chief Executive Officer of
DIFC Authority.



Zoom partners with DTEN to launch 27", 3 camera, integrated Zoom for Home device



Zoom Video Communications has announced Zoom for Home, a new category of software experiences and hardware devices to support remote work use cases. In a time where employers are grappling with what the new normal of work will look like, Zoom for Home elevates employee experiences to connect remotely and be productive.

The future of knowledge work will be a hybrid of virtual and in-person experience. In a recent study by

IBM, 81% of respondents, up from 75% in April, indicated they want to continue working remotely at least some of the time. 61% would like this to become their primary way of working. Major corporations around the globe have already indicated that they do not foresee a return to pre-Covid ways of working.

Additionally, according to a recent study by Morning Consult, almost half of adults who are able to work remotely believe that virtual

meetings are at least as effective as in-person meetings. Zoom for Home meets the needs of the present shelter-in-place and the new normal of hybrid workforces.

Zoom for Home, DTEN ME, is the first ever Zoom for Home device. Zoom partnered with DTEN to create an immersive and productive workspace. Features for the all-in-one 27-inch device include three built-in wide-angle cameras for high-resolution video; an 8-microphone array for crystal-clear audio in meetings and phone calls; and, an ultra-responsive touch display for interactive screen sharing, whiteboarding, annotating, and ideation. Set up is simple: Zoom for Home, DTEN ME works right out of the box and seamlessly connects for anyone with a Zoom Meeting license.

Zoom for Home is also compatible with all Zoom Rooms Appliances, including other hardware solutions from Neat and Poly, allowing users to select the hardware they need to create the perfect work-from-home communications experience across spaces such as living rooms and mounted displays.



CLEMENCE DUTERTRE,
CEO of Hala.

RAK Transport signs agreement with Hala and Careem to begin e-hailing services

Ras Al Khaimah Transport Authority, RAKTA, has entered into an agreement with Hala and Careem to provide the first e-hailing service for taxis and limos in the emirate. This service will provide customers with a smarter way to travel, giving them access to several benefits, including knowing their rides ETA, fare estimate and route upfront, along with their driver's details. App booking also enables a host of payment options, with cash, card, or in app payments possible, while riders will automatically collect Reward points for each trip.

Hala rides will offer the most affordable option, with the added

benefit of no surge pricing during peak hours. Both Hala and Careem will be launching in a pilot phase in Ras Al Khaimah until the ramp up to a larger fleet of taxis and limos takes place and will be available across the Emirate by mid-August 2020.

His Excellency Engineer Ismail Al Balooshi stated that this initiative reflects RAKTA's commitment to the vision of His Highness Sheikh Saud bin Saqr Al Qasimi, Ruler of Ras Al Khaimah; increasing the level of happiness in the society, through advanced services, excellent hospitality, and seamless transport infrastructure for all citizens, residents and tourists.



Ring's next-gen video doorbell carries motion detection, dual band wifi, HD camera

Ring has announced the immediate availability of its next-generation mid-range video doorbell, Ring Video Doorbell 3, and its next generation Ring Chime and Chime Pro in the UAE through its retailers, Amazon.ae, Jumbo and Virgin Megastore. With improved motion detection and enhanced dual-band WiFi, alongside features such as a 1080p HD camera and two-way talk,

Ring Video Doorbell 3 is the latest addition to Ring's Video Doorbell lineup. The redesigned Ring Chime and Chime Pro are perfect for users who want to hear their Ring notifications inside their homes. All three new devices are now available for purchase in the UAE.

Ring Video Doorbell 3 builds upon the great features of the Ring Video Doorbell 2 to now also include a

new, adjustable motion zone, called near zone, that can detect motion within five to 15 feet of the front door, as well as enhanced dual-band 2.4Ghz and 5Ghz wifi for improved connectivity. With Alexa compatibility, users can simply say, "Alexa, show me the front door," to see their Ring Video Doorbell 3's Live View, or say, "Alexa, answer the front door," to begin speaking with whoever is at their door. And with Linked Devices, available across all Ring products, users can link their doorbell to compatible Ring Cams to create an integrated, whole-home security system.

The newly designed Ring Chime and Chime Pro provide customers with audible notifications throughout their homes; and Chime Pro includes a built-in nightlight, as well as a wifi extender to improve and expand wifi connectivity across users' Ring Doorbells and Cams. Both new Chime devices are compatible with all Ring Doorbells and Cams and provide real-time audio notifications when a Ring device detects motion, or when someone rings the doorbell, ensuring users never miss a moment.



Drone Rescue Map shows 400 people helped by drones in 200 emergencies

DJI has launched an online reference to track events around the world when a drone helped rescue someone from peril. The Drone Rescue Map shows how more than 400 people around the world have been helped by drones in more than 200 emergencies, and will be continually updated as new rescues occur.

The DJI Drone Rescue Map has been compiled from news stories and social media posts from authoritative sources such as police departments, fire departments and volunteer rescue squads. Each entry on the map includes the location and date of the incident, a brief description, a link to the original story or post,

and an easy way to share those incidents online. To make the map as definitive as possible, DJI encourages public safety agencies to share additional drone rescues so they can be included.

The DJI Drone Rescue Map includes instances of drones finding people lost in forests, fields and mountains, often in darkness using thermal imaging cameras; dropping life preservers to people struggling in water; locating boaters stranded on remote waterways; and helping rescue people who were at risk of harming themselves. The map does not include incidents when a drone is simply used as part of a larger search

process; instead, a drone must have directly located, assisted and/or rescued a person in peril.

Many of these incidents illustrate how drones can find missing people more quickly than a traditional ground-based search, allowing victims to be brought to safety faster, more easily, and with less risk and burden for their rescuers. In some of the incidents on the DJI Drone Rescue Map, the drone helped accelerate a rescue and allow first responders to operate more efficiently. In other incidents, the drone clearly made the difference between life and death.

The map includes rescues recorded in 27 countries across five continents, and shows how drone technology has moved from an experimental concept to standard public safety equipment. The first drone rescue was recorded in Canada in 2013, the next one was more than a year later, and early examples of drone rescues were as likely to be performed by helpful bystanders as by professionals. Today, drone rescues are reported about once a week on average, and public safety agencies routinely share those success stories on social media.



DIFC Data Protection Law in effect from 01 July covers AI and blockchain

In his capacity as the Ruler of Dubai His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, has enacted the Dubai International Financial Centre, DIFC, Data Protection Law No 5 of 2020. The promulgation of the Law enables the pre-eminent international financial hub in the Middle East, Africa and South Asia region to strengthen its leadership in enhancing data protection practices. The new law came into effect from 1 July 2020. The Data Protection Law further develops the current DIFC Data Protection regime which was already one of the most advanced in the region.

The Board of Directors of the DIFC Authority has also issued new Data Protection Regulations that set out the procedures for

notifications to the Commissioner of Data Protection, accountability, record keeping, fines and adequate jurisdictions for cross-border transfers of personal data.

DIFC's updated Data Protection Law and Regulations set out expectations for Controllers and Processors in the Centre regarding several key privacy and security principles. The Data Protection Law combines the best practices from a variety of current, world class data protection laws, such as the General Data Protection Regulation, the California Consumer Privacy Act and other forward-thinking, technology agnostic concepts.

The requirements reflect the DIFC's commitment to developing an enabling business ecosystem with robust regulatory and compliance guidelines for all organisations

operating from the Centre. They will enable DIFC to continue to build upon the Centre's reputation as a leading global financial centre focused on innovation and collaboration, whilst also promoting ethical data sharing. Importantly, the Data Protection Law and Regulations provide a framework that will support DIFC's bid for adequacy recognition by the European Commission, the United Kingdom and other jurisdictions, easing data transfer compliance requirements for DIFC businesses.

In light of the current global pandemic, while the Data Protection Law will be effective from 1 July 2020, businesses to which it applies will have a grace period of three months, until 1 October 2020, to prepare to comply with it, after which it becomes enforceable.



Mohamed bin Zayed University, Virgin Hyperloop to collaborate in AI technologies

Mohamed bin Zayed University of Artificial Intelligence, MBZUAI, the world's first graduate-level, research-based artificial intelligence university, and Virgin Hyperloop have signed a MoU to initiate a collaborative approach to research and innovation in the field of AI. In a virtual ceremony, the MoU was signed by HE Dr Sultan Ahmed Al Jaber, UAE Minister of State and Chairman of the Board of Trustees at MBZUAI, and HE Sultan Bin Sulayem, Group Chairman and CEO of DP World and Chairman of Virgin

Hyperloop.

The signing was done in the presence of Professor Sir Michael Brady, Interim President at MBZUAI; Dr Ling Shao, Executive Vice President and Provost at MBZUAI; Dr Behjat Al Yousuf, Executive Vice President for Outreach and Engagement at MBZUAI, and Harj Dhaliwal, Managing Director Middle East and India at Virgin Hyperloop.

MBZUAI and Hyperloop will engage the best AI minds of both teams to pursue three core objectives: joint fundamental

research in several key AI domains, such as computer vision; massively parallel cloud computing initiatives, and a range of solution-oriented commercial projects in the smart transportation industry.

Transporting passengers and goods at speeds exceeding 1,000kmph, hyperloop is a completely new form of transport with the ambition to become the most sustainable means of mass transportation of the 21st century. The potential of AI, which is fundamental to Virgin Hyperloop's future operations in the Middle East, will form the core basis to explore knowledge exchange opportunities between MBZUAI and Virgin Hyperloop.

MBZUAI will offer MSc and PhD level programmes while also engaging policymakers and businesses around the world so that AI is harnessed as a force for positive transformation. The University has already begun the process of vetting the applications for 2021 intake, with thousands of applications received from over 80 countries.

Graduate students can apply to MBZUAI via the University's website for 2021 registration. The first class of graduate students will commence coursework at MBZUAI's Masdar City campus in January 2021.



Dubai Silicon Oasis, Dubai Municipality to enhance 3D mapping of Dubai's economy

Dubai Silicon Oasis Authority, DSOA, the regulatory body for Dubai Silicon Oasis, DSO, signed a MoU with the Geographic Information Systems, GIS, Centre of Dubai Municipality. The parties will collaborate to enhance the geospatial infrastructure development utilising the latest technology solutions to accelerate the digital transformation and keep up with new opportunities to upgrade smart services and facilitate

work procedures in various working conditions.

The MoU was signed remotely by Engineer Muammar Al Katheeri, Executive Vice President of Engineering and Smart City at DSOA, and Engineer Mariam Obaid Al Muhairi, Director of Dubai Municipality's GIS Centre.

The agreement serves as gateway to the enhancement of the mapping of Dubai's economy, in partnership

with all active players in the emirate, through the unified and up-to-date baseline map from one source easily and quickly, using the latest geotechnical technologies at Dubai Municipality.

The MoU grants DSOA access to the interactive planning and survey mapping of Dubai, provided by the GIS Centre at the Dubai Municipality. DSOA will be provided with geographical data via the electronic government information network, in addition to other specialised systems, smart applications and three-dimensional models of geospatial data and information on projects and areas under development at DSOA, in addition to providing aerial photography services, geospatial vehicles, and specialised training and consulting.

DSOA in turn will provide the GIS Centre with electronic data and digital information with a geographical dimension, including infrastructure and land data, residential and commercial unit plans, and 3D building data.



IATA May survey finds 85% air travellers biggest concern is being quarantined

The International Air Transport Association, IATA, released public opinion research showing the willingness to travel being tempered by concerns over the risks of catching Covid-19 during air travel. The industry's re-start plans address passenger's main concerns.

CONCERNS FOR TRAVEL DURING COVID-19

Travellers are taking precautions to protect themselves from Covid-19 with 77% saying that they are washing their hands more frequently, 71% avoiding large meetings and 67% having worn a face mask in public. Some 58%

of those surveyed said that they have avoided air travel, with 33% suggesting that they will avoid travel in future as a continued measure to reduce the risk of catching Covid-19. Travellers identified their top concerns as follows:

AT THE AIRPORT

- Being in a crowded bus or train on the way to the aircraft, 59%
- Queuing at check-in/security or border control or boarding, 42%
- Using airport restrooms or toilet facilities, 38%

ON BOARD AIRCRAFT

- Sitting next to someone who might be infected, 65%

- Using restrooms or toilet facilities, 42%
 - Breathing the air on the plane, 37%
- When asked to rank the top three measures that would make them feel safer, 37% cited Covid-19 screening at departure airports, 34% agreed with mandatory wearing of face masks and 33% noted social distancing measures on aircraft. Passengers themselves displayed a willingness to play a role in keeping flying safe by:
- Undergoing temperature checks, 43%
 - Wearing a mask during travel, 42%
 - Checking-in online to minimise interactions at the airport, 40%
 - Taking a Covid-19 test prior to travel, 39%
 - Sanitising their seating area, 38%

NO QUICK SOLUTION

One of the biggest blockers to industry recovery is quarantine. Some 85% of travellers reported concern for being quarantined while traveling, a similar level of concern to those reporting general concern for catching the virus when traveling, 84%. And, among the measures that travellers were willing to take in adapting to travel during or after the pandemic, only 17% reported that they were will willing to undergo quarantine.

EY MENA report finds Covid created stockpile, hibernate, cut, carry on, spending segments



According to the EY Future Consumer Index, 33% of consumers in the MENA region plan to stay frugal with less spending, make deep cuts to their budgets, change the way they shop as a result of the Covid-19

pandemic. These consumers are also pessimistic and worried about the future.

However, 23% of consumers expect to be back with a bang, a segment that consists of younger

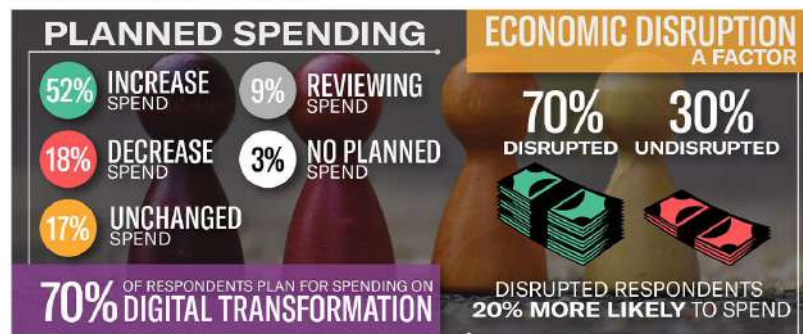
consumers who are working and expect to be better off financially over the next year. They are optimistic that they will shop more online in the next one to two years and are willing to pay a premium for high-quality products.

In addition, 21% of consumers expect to keep making deep budget cuts and focus on pricing, while 14% will be cautiously extravagant and willing to pay a premium for certain products. Only 8% of consumers surveyed said that their spending is unchanged and that their daily lives were not really affected by the pandemic.

The EY Future Consumer Index, which surveyed 2,263 consumers from Saudi Arabia and the United Arab Emirates, found that during the Covid-19 crisis, four distinct consumer behaviour segments emerged: save and stockpile, hibernate and spend, cut deep, and stay calm and carry on.

IFS find concerns about economic disruption driving digital transformation spending

DIGITAL TRANSFORMATION INVESTMENT IN 2020 AND BEYOND



Current macro-economic disruption has failed to dampen digital transformation plans, with 52% of companies stating they will increase their spending on digital transformation, according to a global research study from IFS. While many people might assume that respondents concerned with

the economy would pull back on technology spending, the reality is that investment is increasing.

The survey data indicates that, during these dynamic times, plans to increase spending on digital transformation tracks closely with concerns about economic conditions disrupting the business. In fact, the

survey indicates that people concerned with economic disruption were 20% more likely to plan increased spending on digital transformation.

Appetite for digital transformation initiatives is, however, not consistent across all geographies or industry verticals. Looking closer at the latter, the survey places construction in the lead, with 75% of respondents in this sector saying they have plans to invest this year. Runners up in this regard are information technology, 58%, and manufacturing, 55%, companies. On the other end of the spectrum, the study finds more cautious in industries in energy and utilities at 37%, trailed by retail at 35%.

Despite a widespread willingness to invest, the study reveals digital transformation execution as a fraught area for many decision-makers. The ability to deliver a measurable return on technology investment quickly, and to the satisfaction of internal stakeholders, is the number one concern for nearly two thirds of decision-makers, 64%.



Egypt's City Centre Almaza bags LEED Gold certification for its sustainable design

CallisonRTKL, CRTKL, a global consultancy specialised in architecture, design and technology, has announced that its project, City Centre Almaza, CCA, has received LEED-Gold certification from the US Green Building Council, USGBC. The certification was awarded to one of the biggest retail malls in Egypt commending its sustainable design, construction, and operation standards.

The project comes in line with CRTKL's commitment to performance-driven-design organisation, applying technical advancements to enhance and optimise design solutions that contribute to a more sustainable and productive environment. With the use of sustainable strategies and designs, energy savings, water efficiency and CO2 emissions reduction, the shopping centre has been classified as one of high environmental quality.

The 120,000 m² shopping centre was built by a joint venture between Consolidated Contractors Company and the Egyptian company Hassan Allam Construction. According to CCC, the energy-efficient systems implemented saves 14.6% of electricity. The development also used recycled and locally sourced materials throughout the design and construction processes.

Another project that showcases joint work between MAF and CRTKL has gained recognition by US Green Building Council is the Mall of Egypt. The mall showcases CRTKL's expertise in delivering multi-disciplinary design services tailored to cultural and environmental context.

Oliver Wyman says local govt expertise critical for recovery in Real Credit Crisis

The Global Financial Crisis of 2009 was called the Credit Crisis, but what we are facing now will be the Real Credit Crisis of our time, according to a new report by management consultancy Oliver Wyman.

Titled, *The Real Credit Crisis: How Governments and Financial Services Can Work Together to Speed Economic Recovery*, the report looks at how the global economy is going to emerge from this crisis in desperate need of growth. Public authorities will need to work with the financial services system to speed the economic recovery. Banks' expertise in restructuring will become increasingly important, as well as their critical function in traded debt and other financial markets.

Many households and companies, already highly leveraged, are taking on more debt; a situation in which

many firms across industry sectors are unlikely to be able to sustain this debt. Governments and the financial system need to work together to absorb some of the financial losses, keep businesses alive, and help speed the economic recovery. Oliver Wyman believes the global economic impact of the Covid-19 outbreak depends on its duration, how far it spreads and the extent quarantine disrupts the labour market. To support the growth needed to emerge from the crisis, authorities must acknowledge the crucial role banks can play and take the below actions:

- * Course-correct on credit provision to small and mid-sized businesses: Much of the lending stimulus today is not getting to the right businesses. Fixing this requires an assessment of credit availability and the operational capacity of the banking system and

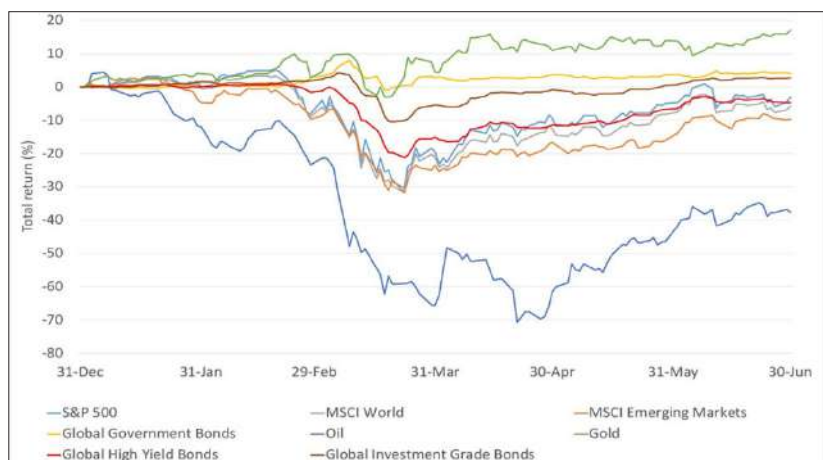


MATHIEU VASSEUX,
Head of Financial Services at
Oliver Wyman MEA.

finding fast solutions.

- * Prepare to manage a potentially large corporate solvency crisis that will arise after the initial liquidity support: Authorities will need to assess the preparedness of their bankruptcy systems and the potential impact of credit losses on their banking systems, and make strategic decisions on how and where to stimulate equity capital support to troubled businesses that can drive future growth.

Six-month data chart from Mondial Dubai shows weakest performers for key assets



Data gathered by Mondial Dubai, which runs from 31st December 2019 to 30th June 2020, shows total returns in US dollars. Of the asset classes listed, the strongest performing over the year so far has been gold. Heightened uncertainty has served to push down real, after inflation, yields and boosted

gold, which has historically been negatively correlated to such a move.

The weakest performer was oil, pummelled by the double whammy of demand and supply shocks, the former due to the collapse in demand as large parts of the world entered lockdown and the latter as Saudi Arabia and Russia tensions escalated

which saw Saudi Arabia initially flood the market and fears mounted there was nowhere to store oil as demand dried up.

For most asset classes the last six months was a game of two halves: the first up to and including the 23rd March as coronavirus roiled markets and the second after central banks intervened on a massive scale. The first episode saw equity markets suffer their fastest drop in history; the second saw one of the quickest rallies ever, particularly so in the US where Q2 returns were the highest since 1998.

Mondial Dubai expects risk assets, principally equities, to suffer from any realisation that the economic recovery will not materialise as quickly as currently expected, perhaps following a second wave. As investors have come to see through the shock of the more immediate and heavy knock to earnings, valuations have thus rebounded.

Etihad sign new deals with Boeing Global Services for supply chain solutions



Boeing and Etihad Airways have announced agreements for several Boeing Global Services, BGS, supply chain solutions. These agreements strengthen Etihad's commitment to ensuring the on-time performance

and availability of its aircraft.

The solutions included in the minimum 10-year agreements will help the airline simplify asset and maintenance management, reduce spare parts costs, and improve

parts availability. The new contracts include Boeing's Component Services Programme, Landing Gear Exchange Programme, and Quick Engine Change kit purchases.

The agreements continue the strategic partnership between Boeing and Etihad Airways announced during the Dubai Air Show in 2019. Etihad Airways joins the growing list of customers that trust Boeing solutions to enable and support future growth of their 787 Dreamliner fleet, pushing the Boeing share of the 787 fleet's component services market to almost 30% including a 50% share of the 787-10 variant, covering both in-service fleet and orders on backlog.



Hamdan Bin Mohammed Smart University migrates on-premise to AWS cloud

Hamdan Bin Mohammed Smart University, HBMSU, has announced the successful and complete migration of its systems and applications from its on-premises data centres to the Amazon Web Services. AWS, Cloud. This development is in line with HBMSU's pioneering efforts to establish a new educational culture by shifting away from the on premises, traditional model of education in order to raise highly qualified and globally competitive future generations.

The advanced digital transformation initiative has made HBMSU the first university in the MENA region to shift its on premises legacy systems to a full cloud computing model on AWS. The achievement further highlights the

success of the University's efforts to develop its technological resources and smart infrastructure, which was lauded by the global technology cloud service provider AWS; as a model in the sector in the region.

The strategic collaboration with the AWS reflects HBMSU's commitment to make a fundamental and positive change in the education system in order to provide the best education to innovators and creators of the future, in accordance with the directives of His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai and President of HBMSU, to enhance the readiness to build the future based on quality education.

The announcement was made during a virtual media event

held via the Zoom platform, with the participation of high-profile dignitaries including HE Lieutenant General Dhahi Khalfan Tamim, Deputy Chairman of Police and General Security in Dubai and Chairman of HBMSU's Board of Governors; Dr Mansoor Al Awar, Chancellor of HBMSU; Paul Grist, Head of Education, International, AWS; Zubin Chagpar, Head of Middle East and Africa, AWS.

The migration to the AWS Cloud is of great significance as it reinforces HBMSU's position as a role model in harnessing the capabilities of advanced technologies and Cloud Computing in reshaping the future of education according to the requirements of the 21st century.



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Saudi Ground Services using SAP HANA, SuccessFactors to boost real-time insights

Saudi Ground Services, a Saudi aviation ground handling services company, has announced that its digital transformation with SAP is boosting the aviation sector's \$37 billion contribution to GDP. Saudi Vision 2030 is rapidly developing international business and tourism connections, underpinned by the aviation sector, which supports 594,000 jobs and \$37 billion to GDP in Saudi Arabia, according to the International Air Transport Association, IATA.

As Saudi Arabia's aviation market grows, Saudi Ground Services, which serves 670,000 flights per year for more than 90 airlines and 100 million passengers, needed to operate in real-time. Saudi Ground Services implemented the S4HANA real-time business suite and SuccessFactors human experience management suite for over 12,000 employees. Now, Saudi Ground Services has access to customised airline invoices, integrated flight schedules to automate sales orders,



CAPT FAHD CYNNDY,
CEO Saudi Ground Services.

as well as localised payroll solutions.

Saudi Ground Services is also embracing its customer centric approach through augmented reality and mobility solutions, on-flight live services, strategic sourcing, automated financial postings, and predictive analytics. Remarkable on the success, Saudi Ground Services has won an SAP MENA Quality Award, which recognises the region's top digital transformation initiatives, in the Business Transformation category.



Omantel selects Ericsson for 5G radio access network across Oman including Salalah, Nizwa, Sur

Omantel has selected Ericsson to support the Sultanate's ongoing 5G radio access network, RAN, deployment plans in a multi-year partnership. Hardware and software products and solutions from the Ericsson Radio System portfolio, including Advanced Antenna Systems and 3GPP standards-based 5G New Radio, will be deployed in Omantel's network. Ericsson will support Omantel's commercial 5G deployment at key locations across Oman, including Salalah, Nizwa and Sur.

Ericsson technology will enable Omantel to expand coverage while simultaneously providing a network fit for the future. Ericsson's high-speed and low-latency 5G technology will allow Omantel to meet growing data traffic demands and deliver high-quality fixed wireless access, as well as enhanced mobile broadband experiences. Subscribers will be able to enjoy speeds of more than 1Gbps and low latency in user experiences such as streaming, downloading, gaming, infotainment and interactivity.

The technology will also enable significant benefits to industry and enterprise in Oman. Omantel will be able to explore and build new business models and use cases, including Internet of Things applications.

Omantel's 5G network development reflects its contribution to the Oman 2040 Vision initiative, as well as its commitment to empower the transformation of Oman's business and society.

FADI PHARAON,
President of Ericsson Middle East and Africa.

American Hospital Dubai implements Oracle HCM Cloud benefiting 1,200 employees



American Hospital Dubai, part of Mohamed & Obaid Al Mulla Group, has selected Oracle Cloud Applications and Cerner, a Gold Level member of Oracle Partner Network, OPN, for a major digital transformation. The initiative is aimed at reducing cost, optimising physician performance, driving better inventory management, avoiding losses to over or understocking, and hiring and retaining the best talent. As per the

agreement, Cerner will deliver a new health IT platform. an electronic health record, to improve the safety, quality, and healthcare experience for patients and caregivers.

In addition, Oracle will provide the digital business platform and Oracle Enterprise Resource Planning Cloud to enhance productivity, reduce costs, and improve controls. Both solutions will integrate hospital business and clinical operations to improve efficiency and business

decision-making based on real-time data.

The new EHR and ERP platforms will provide American Hospital Dubai with the ability to truly automate its end-to-end clinical and business processes. The implementation of these industry-leading solutions will enable the hospital to deliver a seamless patient journey, drive efficiency, and provide high quality, affordable care. In addition, the wealth of data collected will be used to report and improve patient outcomes, which ultimately will help optimise clinical and business performance across the entire organisation.

American Hospital Dubai will also implement Oracle Human Capital Management Cloud to further equip its 1,200 employees with the tools they need for the digital healthcare era. This initiative will help American Hospital retain and hire the best talent, initiate training programmes, and ensure enhanced employee satisfaction.

Enterprises need application monitoring says Charbel Khneisser, Riverbed

Charbel Khneisser, Regional Presales Director, MENA at Riverbed, addresses the challenge businesses face as performance issues plague the vast majority of IT teams rolling out eServices and digital transformation initiatives.

Performance can be impacted by a number of factors, both within the network and the application itself. So being able to pinpoint the issue is key to troubleshooting. A good place to start therefore, is with an end-to-end performance monitoring tool. You need to be able to isolate the domain and the best way to do this is to leverage packet capture based solutions.

Packets never lie and can therefore serve as the single source of truth to help your team determine whether the problem lies in your network, front-end, application server or even the client's endpoint devices.

Once you have the ability to isolate the domain, you can then dive deeper into troubleshooting by leveraging

specific techniques. For example, if you have identified that the challenge has resulted from network issues, you can leverage Simple Network Management Protocol based information or combine the packet-based solution that you would have already implemented with flow.

On the other hand, if the bottleneck is application related, you can still use packet capture data to gain insight into what components of your web pages or web services are causing delays.

Once you have this visibility, you then need control and optimisation. You could also publish some of your workloads on the cloud as this could help you deliver better performance at problematic locations. Here too, our acceleration solutions ensure performance is not impacted by latency.

Your ultimate goal should be to move towards a hybrid model but to do this successfully, you first need to be able to benchmark performance of your users, and have a comprehensive solution for root cause identification and analysis.



CHARBEL KHNEISSER,
Regional Presales Director, MENA
at Riverbed.



Nexign promotes Andrey Gulidin as CCO to lead commercial activities

Nexign, a Business Support System, BSS, and Internet of Things, IoT, solutions provider for communications service providers, has announced that Andrey Gulidin has been appointed Chief Commercial Officer. Gulidin, promoted from his previous role as the Account Management Director, will lead all of Nexign's commercial activities, including business development, sales support, and customer service. Andrey Gulidin will report directly to Igor Gorkov, CEO of Nexign.

Andrey Gulidin joined Nexign in 2006 as a project manager working with one of the company's biggest customers, MegaFon. He was then appointed Account Management Director, a role which he combined with his work as Head of Nexign's Moscow branch. Andrey is well acquainted with telecom operators' needs, has experience of managing major projects in Russia and CIS, in the Middle East and Africa, as well as Asia and has an excellent understanding of industry trends.



Bosch appoints Per Johansson as GM for Robert Bosch Middle East

Bosch has announced the appointment of Per Johansson as General Manager for Robert Bosch Middle East, making him responsible for the company's regional operations. Johansson will also drive the team's efforts to achieve market growth, synergy utilisation and comprehensive stakeholder management. As an accomplished senior leader, Johansson brings over 25 years of international industry experience gained in markets including Europe, Asia Pacific and North Africa.

Prior to this role, Johansson led the Power Tools Division as Vice President of both Western and Northern Europe. He has also played a fundamental role within Bosch's Security Systems Division in Sweden and Singapore. Johansson has held senior positions with leading industry players in Europe as well.



Saudi based Arabian Centres Company appoints Faisal Abdullah Al Jedaie as CEO

Arabian Centres Company, ACC, the largest contemporary lifestyle destination network in Saudi Arabia, announced today that its Board of Directors has appointed Faisal Abdullah Al Jedaie as the new CEO of the company with immediate effect. Olivier Nougrou will continue to serve the company in the role of senior advisor to the incoming CEO and the Board of Directors for strategy and growth.

Under Nougrou's leadership the business was successfully listed on Saudi Arabia's stock exchange tadawul in 2019 followed by a successful international bond offering later in the year and he led the company to open two new lifestyle centres bringing the total to a network of 21 across Saudi Arabia.



Ericsson appoints Kevin Murphy to head Ooredoo Group, Levant Customer Unit

Ericsson has announced the appointment of Kevin Murphy as the Vice President and Head of Customer Unit Levant Countries and Global Customer Unit Ooredoo Group, effective September 1, 2020. Prior to his current role, Kevin held several senior sales roles including Key Account Management assignments in Egypt, Indonesia, Oman and Malaysia along with serving as the Head of Industry Verticals Sales Support and Head of the Managed Services Practice for Ericsson in Region North East Asia.



Global architecture firm CallisonRTKL appoints Ashraf Fahmy as CFO

Global architecture, planning and design firm, CallisonRTKL, CRTKL, has announced the appointment of Ashraf M Fahmy, CPA as Chief Financial Officer. He will sit in Washington DC. In addition to leading finance and accounting, he will serve as an integral member of the strategic mergers and acquisitions team to bolster the breadth and strength of the firm in the marketplace.

In a career of nearly three decades, Fahmy is best known for accelerating the growth of top global engineering and construction firms. He joins CallisonRTKL from CHA where he was Senior Vice President of Finance, responsible for evaluating and establishing systems infrastructure policies and improving efficiencies.

Fahmy earned a Bachelor of Finance from the University of Assiut in Egypt. He is a certified public accountant and a Six Sigma Green Belt. He serves on a US board of Shelters to Shutters, which provides housing and employment to individuals who have lost jobs and are facing homelessness.



Blue Prism appoints Fawwaz Qadan to head operations in MEA region

Blue Prism announced the expansion of its investments in the Middle East and Africa Region with the appointment of Fawwaz Qadan as Middle East and Africa Region Executive. The strategic importance of the region to Blue Prism and the hypergrowth in the company's business globally were key factors in the appointment of Qadan who will be taking immediate responsibility to lead the company's focus and growth and oversee all Blue Prism's go-to market operations including sales, field marketing, partner management, customer service and support.



Aimee Peters joins Mashreq as Group Head of Marketing and Corporate Communications

Mashreq has appointed Aimee Peters as its new Group Head of Marketing & Corporate Communications. Aimee has over 20 years of experience in Marketing, Communications and PR, across the Middle East, South Africa and the UK. Prior to joining Mashreq, she served as Head of Marketing, Global B2B Coverage & Capital Markets at HSBC, where she was responsible for the development and delivery of marketing strategies across various functions of the bank, including the wholesale, investment and commercial banking divisions.

In 2019, Aimee was named as one of the Top 100 B2B Marketing Leaders in Europe. She holds a Bachelor's degree in English Language & Literature from the University of Manchester, and is a Fellow of the Chartered Institute of Marketing.



Bain & Company announced three new partners, four offices across Middle East

Bain & Company announced three new partner promotions in the Middle East, which features four office locations and a team of 300+ professionals. Tom De Waele, who was named Managing Partner of Bain & Company Middle East effective January 1 2020 welcomed the new leadership team. The three newly promoted partners are Eric Guraieb, Sami Abdul Rahman and Anne-Laure Malauzat.

Eric is an integral part of the firms Energy and Natural Resources and Performance Improvement practices. His focus lies in R&D and innovation, economic development, as well as advising regional leaders in the Oil & Gas industry on national energy policies in the Middle East. He also has expertise in advising clients on new business ventures, strategy and operation performance improvement. He holds an MBA from INSEAD and a bachelor's degree in industrial engineering from Concordia University in Montreal, Canada.



RAK WASTEWATER AGENCY

BUILDING A DIGITAL WATER COMPANY WITH ASSET MANAGEMENT

Water treatment utilities manage pipes, pumps, and plants and digital conversion of their data is the first step towards a digital water company.



Water management, collection and treatment is a complex and intensive task.



WALID ABDULREHMAN MOHAMMED,
Operations and Maintenance Department
Manager, RAK Wastewater Agency.

As the public utility charged with collecting and treating wastewater produced by the Emirate of Ras Al Khaimah in the UAE, RAK Wastewater Agency has its work cut out. Water management, collection and treatment is a complex and intensive task, which uses heavy infrastructure and assets, all of which need to be maintained efficiently and effectively to ensure optimal performance.

In a country with limited rainfall and high demand for water, RAK Wastewater is always under pressure to treat as much wastewater as possible in the interests of sustainability.

One of the key challenges that RAK Wastewater faced was managing and keeping track of the maintenance of its assets, and particularly in ensuring quality of maintenance was high across all of its operations, including assets such as pumps, motors and pipes.

Furthermore, with so many assets to keep track of, it was difficult for the Operations and Maintenance Department to have clear oversight of exactly where it should direct its maintenance resources.

This led to reactive rather than pro-active maintenance, which meant that problems were often being fixed after they arose, rather than before. This approach used to

lead to higher maintenance costs, increased downtime and reduced efficiency. In other words, the data available about the assets previously was not accurate and not sufficient to conduct a proper assessment.

“The biggest challenge we used to have was the efficient utilisation of man hours and also the accuracy of the operational data which actually affects your decision-making processes,” reflects Walid Abdulrehman Mohammed, Operations and Maintenance Department Manager, RAK Wastewater.

After assessing a number of Enterprise Asset Management solutions from different vendors, the Operations and Maintenance Department decided to implement Infor Enterprise Asset Management. They chose the system over solutions from other vendors due to its suitability for utilities, and especially wastewater operations.

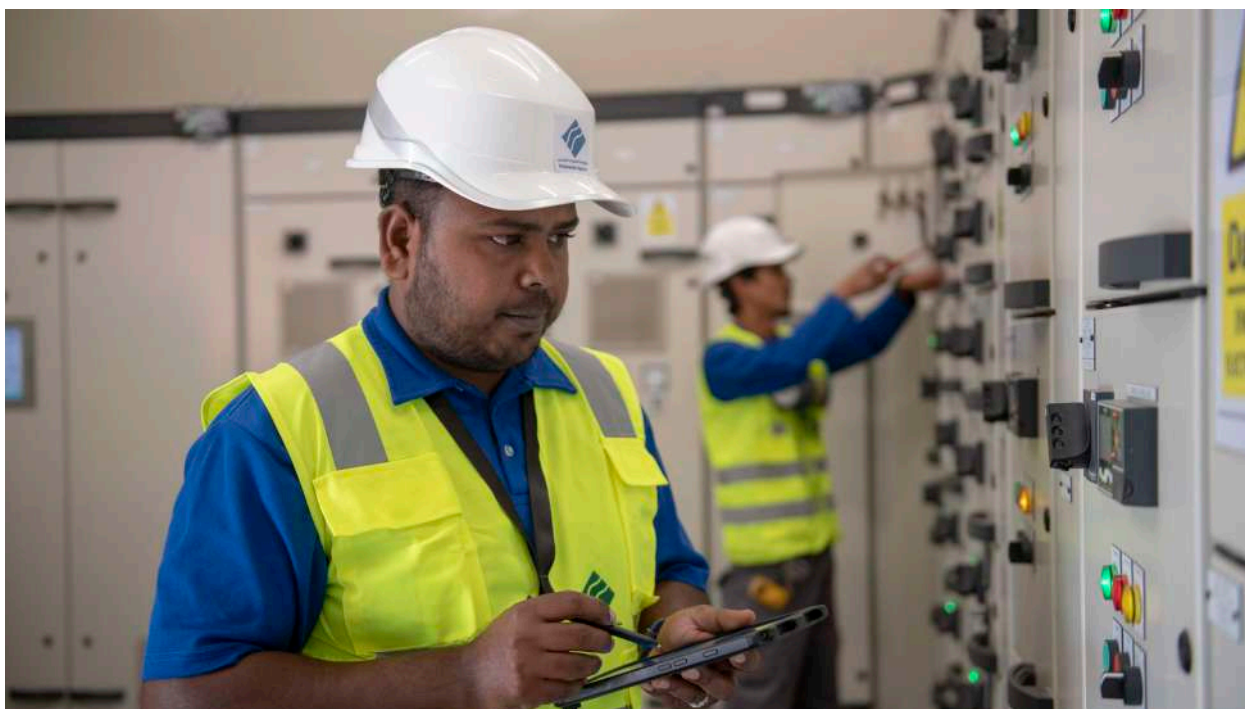
The solution was implemented by Intertec, Infor’s technology partner in the UAE, in mid-2018 and took about 6 months to install. This was a sizable undertaking and involved collecting data for all the assets, including pumps, pipes and motors, and information about them, including age and lifecycle.

In total, some 3,300 assets, spread across 330km of sewerage network, 13 pumping and lifting stations, and four treatment plants with different capacities and technologies, were logged and entered into the Infor Enterprise Asset Management system.

This information meant that RAK Wastewater could use Infor Enterprise Asset Management to fully automate its asset maintenance, including daily schedules for the Operations and Maintenance Department advising which assets to proactively check, repair, maintain or replace.

SAVINGS AND BENEFITS

One year after implementing Infor Enterprise Asset Management,



KEY TAKEAWAYS

- The solution was implemented by Intertec, in mid-2018 and took about 6 months to install.
- The solution involved collecting data for all the assets, including pumps, pipes, motors, age and lifecycle.
- 3,300 assets, 330km of sewerage network, 13 pumping stations, four treatment plants were logged into the system.
- By doing preventive maintenance, assets can keep running at optimal performance with less corrective maintenance.
- Emergency work orders, where an asset is at risk of failing and threatens to disrupt services, have declined to 0.4 to 0.45%.
- Amount of corrective maintenance and related work orders has reduced by 17%.
- Asset management has reduced costs across the operation by at least 3%.
- It currently costs AED 0.65 to treat each cubic metre of water, while it was AED 0.67 two years ago.
- RAK Wastewater aims at 30% reduction in operational cost for collecting and treating 1 cubic metre of wastewater by 2023.

Mohammed and his team have benefited from its transformative impact, on the Operations and Maintenance Department, and the entire organisation.

RAK Wastewater is now using Infor Enterprise Asset Management to help manage assets across all its operations. This allows the maintenance team to plan maintenance tasks in advance and schedule tasks far more rigorously compared with the manual system the team relied on previously. “When we implemented Enterprise Asset Management, we were able to reduce reactive maintenance,” says Mohammed.

This has an impact on the total cost of the Operations and Maintenance Department process. By doing preventive maintenance at a high quality, assets can keep running at optimal performance with less corrective maintenance and fewer costs. More assets can be maintained and repaired rather than replaced,

and damaged or worn assets can be replaced before they break and cause damage or outages.

The Operations and Maintenance Department team has also seen a clear reduction in the percentage of emergency-based work orders versus total work orders. Emergency work orders, where an asset is at risk of failing and threatens to disrupt services, have declined to about 0.4 to 0.45%, compared with almost 1% in 2018. This is a significant drop, with major positive reliability and efficiency gains for RAK Wastewater.

RAK Wastewater experienced further savings by using its manpower far more efficiently. Fewer hours wasted on reactive maintenance meant a lot more time spent on more efficient and effective preventive maintenance, creating a positive feedback loop.

Infor Enterprise Asset Management is also helping RAK Wastewater’s Operations and Maintenance Department team at

RAK Wastewater is under pressure to treat as much wastewater as possible.

a more strategic level. With access to accurate data, the team is able to make better decisions, particularly in terms of deciding on the timing of large maintenance projects. “Our decisions are made on more accurate data and more real time data being captured,” says Mohammed.

The system has enabled RAK Wastewater to improve the way it governs and administrates the entire maintenance operation, which has in turn reduced human error. Indeed, the Operations and Maintenance Department division estimates that the amount of corrective maintenance and related work orders has reduced by 17%.

Mohammed estimates that Infor Enterprise Asset Management has reduced costs across the entire operation by at least 3%. This equates to a financial saving, as well as helping to increase the volume of water that can be treated and re-used.

“We have a maintenance plan for all our assets, including the frequency, and each has a certain task to be implemented, so the system allowed us to make the plan and its execution far more efficient,” says Mohammed.

Infor Enterprise Asset Management is also contributing to RAK Wastewater’s ability to reduce its operational cost of collection and treatment per cubic metre. It currently costs AED 0.65 to treat each cubic metre of water, while it was 0.67 two years ago. RAK Wastewater aims to achieve 30% reduction in its operational cost for collecting and treating one cubic metre of wastewater by 2023.

ROAD AHEAD

While the gains from Infor Enterprise Asset Management so far

RAK WASTEWATER

The Emirate covers an area of about 2,486 sq km, has a total population of some 300,000 people, and is home to thriving industries including leisure and tourism, manufacturing, cement and ceramics. It produces 12 Million cubic metres of wastewater annually.

To serve the Emirate, RAK Wastewater manages the operation and maintenance activities of four sewage treatment plants in addition to 330km of sewage networks and 13 lifting stations across the Emirate. RAK Wastewater is also responsible for the construction and management of public wastewater collection and treatment infrastructure, monitoring the trade effluent of commercial and industrial activities and regulating private wastewater systems.

The organisation, which is one of four agencies that forms the Public Service Department of the Government of Ras Al Khaimah, is also responsible for managing the reuse of treated wastewater as part of its strategic objective towards enhancing the sustainability of Ras Al Khaimah, which has a bold ambition to re-use 100% of its wastewater by 2023.

Data available about assets previously was not accurate and not sufficient to conduct a proper assessment.

have been significant, Mohammed and his team are keen to expanding. They intend to continue adding more assets to the Enterprise Asset Management programme and also implement other digital solutions, with the aim of transforming to become a digital water operation – an organisation that fully embraces all available digital solutions to maximise efficiency and improve services.

“The water industry is transitioning to what we call digital water and the digital technologies are offering us potential to transform the operations and processes that we have,” Mohammed says.

One key part of this will be the introduction of IoT systems, along with the software to monitor and manage them. As part of this plan, the Operations and Maintenance Department division hopes to implement Infor’s ERP Enterprise Resource Planning solution, to accurately measure past performance and forecast activities.

“We are trying to install sensors to the critical assets that can then interlink with Infor directly, so that we will get instantaneous data, as well as building a data pool that will have medium- and long-term value,” says Mohammed.

This would give the Operations and Maintenance Department team an insight into the performance of its operations, which would in turn help with everything from allocation of resources to the delivery of performance reports. “Ultimately, it is about improving water sustainability in Ras Al Khaimah,” says Mohammed. ■

A key challenge that RAK Wastewater faced was keeping track of the maintenance of its assets.

All images courtesy RAK Wastewater Agency.

SADIA

HOW THIS HALAL FOOD PRODUCER WEATHERED THE PANDEMIC

Planning for food security, increasing inventory, rigorous on-site hygiene measures, have helped this food manufacturer navigate the pandemic.



FADI FELFELI,
Regional Director Gulf and
Turkey, BRF.

BRF is one of the largest food companies in the world, with more than 30 brands in its portfolio, including Sadia, Perdigão, Qualy, Paty, Dánica, Bocatti and Vienissima. It is also the world's largest poultry exporter and is present in over 140 countries.

Its products are marketed in more than 140 countries, on five continents. More than 90,000 employees work in the company, which maintains more than 50 factories in eight countries including Argentina, Brazil, UAE, Netherlands, Malaysia, UK, Thailand and Turkey.

BRF owns 34 manufacturing plants in Brazil, in 10 states, in addition to another 5 plants abroad. Its purpose is to offer increasingly

tastier, practical, good-quality food to people around the world through the sustainable management of a vivid, long and complex chain that provides everyone with a better life, from farm to table.

Inside the Middle East since 1970s, its main brand Sadia, is the market leader in the chicken category and is recognised as a preferred brand in the region.

Primarily under the Sadia brand, BRF has served these markets, especially in branded and value-added products. In 2016, BRF consolidated OneFoods, a subsidiary that positions BRF as a leading Brazilian multinational in Islamic markets and with a high consumer preference, with more than 90% brand recognition.

BRF is today, the leading producer of animal protein in the region and the largest manufacturer of Halal animal products on the planet. BRF has the ambition to advance in key markets that materialise the demand for high quality products, innovation and convenience. Inside the region, BRF produces and distributes Halal products under the brands Banvit, Perdix, and Sadia.

PRE-PANDEMIC PREPARATIONS

The onset of the pandemic has not affected business operations directly from a supply chain model standpoint. This is mainly because Sadia started taking the necessary precautions as soon as the crisis hit

China in beginning of February 2020.

Sadia had been working extremely hard, adhering to its commitment to ensure service and availability of essential products to consumers in the safest way and thus did not wait for the situation to aggravate before taking any safety procedures.

In lieu of the outbreak, Sadia took necessary initiatives to cover facets of business operations across multiple fronts to ensure production would not suffer, and communities are served better especially during the pandemic. Food security is one of the key pillars of company and as such Sadia have taken action to increase safety stock to protect business, brand and most importantly consumers.

ACTION PLAN FOLLOWED BY SADIA:

- Contingency plans for workers safety. People are its top priority and hence Sadia put together several precautionary measures and business contingency plans to protect employees in the sudden case of an outbreak at facilities.
- Sadia also restricted entrances to facilities from visitors while maintaining higher connectivity with contractors and suppliers.
- Optimising inventory to increase business efficiency, ensuring streamlined operations without disruption in the supply of products.
- Even though warehousing costs were increasing, Sadia ensured higher stock levels as a contingency





The relationship of BRF with the Middle East dates back to 1970s.

plan. Stock levels increased three-fold to guarantee food security – this was done in conjunction with governments and authorities connecting and facilitating all food security programmes.

- Sadia worked hand in hand with authorities and local entities to donate to people who had lost their jobs due to the pandemic or have been affected by the pandemic and needed hospitalisation. This was part of the pandemic Relief effort to provide 1.4 million meals in the GCC region.
- From a local production perspective, the factory in Abu Dhabi delivered shorter lead times to control food security in the country with enough raw materials, and increased stock levels of cooked products for safe consumption.
- Raising awareness about safety protocols and basic hygiene

Sadia has started to see momentum as consumers look for more convenient products rather than cooking.

when handling products. Daily swabs, machine cleaning, personal protection equipment availability have become standardised in all offices and factories.

DURING THE PANDEMIC

Sadia offers high quality products that adhere to strictest safety protocols. From a supply chain perspective, Sadia contributed to the flattening of the curve by allowing employees to work from home, wherever possible. Sadia also initiated multiple safety and hygiene awareness campaigns and equipped all frontline and on-field workforce, including sales and production, with all the personal protection equipment required.

Sadia have implemented strict precautionary measures and protocols that comprise of social distancing, mandatory sanitisation for all production facilities, equipping distribution centers and trucks with the proper personal protection equipment, and exercising new shift patterns for production and operations with 30% of workforce capacity.

These precautionary measures helped to ensure business continuity and availability of all essential products on the shelves, but also helped in building trust and credibility within employees and consumers.

Now that safety measures are in place on a country-level, Sadia monitors the situation and openly communicates about it with employees and consumers. Empowering team with the right resources and information and informing consumers about supply and production process ensures a sustainable business through these challenging times.

As part of Sadia's commitment, the health and safety of employees and the communities is top priority. Hence, Sadia introduced several precautionary measures which are also in line with the measures and policies local governments are taking across the globe.

Stock levels increased three-fold to guarantee food security in conjunction with governments and authorities.

KEY TAKEAWAYS

- There have been no layoffs, nor salary cuts, and Sadia continues to recruit new talent.
- Food security is one of the key pillars of the company and Sadia has taken action to increase stock to protect its business.
- Even with warehousing costs increasing, Sadia ensured higher stock levels as a contingency plan.
- Sadia contributed to the flattening of the curve by allowing employees to work from home.
- Sadia expects an increase in product costs because of the safety measures implemented in production processes.
- Sadia took the initiative to increase the level of stocks 15 days prior to being requested.
- Stock levels have increased three-fold to guarantee food security.
- Sadia outsourced merchandising in the view of the increasing demand in the regional market.
- Sadia believes the food service industry has weathered the storm between March to May.

SOME KEY POINTS OF PROTOCOL INCLUDE THE FOLLOWING:

- Exercising social distancing in warehouses and all other company facilities and offices.
- Implementing mandatory sanitisation of all areas by authorised agencies and the suspension of operations within the warehouse during that period.
- Issuing work permits for all workforces during the curfew and sterilisation programme.
- Diversifying the accommodation of workforce to minimise the risk of spreading the virus, protecting employees and wider population.
- Introducing regular health checks for staff.
- Applying health and safety measures for staff transportation by reducing bus occupancy by 50%.
- Applying new shift patterns and minimising physical presence and interaction among staff with the help of digital tools.
- Introducing additional personal protection equipment materials and equipment for all staff members.
- Launch of effective digital communication channels across all workforce and departments to raise awareness.

To strengthen food security in the region Sadia implemented a three-pronged approach. Firstly, Sadia optimised inventory as per the demand in each country by working closely with regional governments and authorities that are facilitating food security programmes. Secondly, even though warehousing costs were increasing, Sadia ensured higher stock levels as a contingency plan.

Sadia took the initiative to increase the level of stocks 15 days prior to being requested to do so. In doing so, stock levels have increased

three-fold to guarantee food security. Lastly, since its merchandisers was quarantined as a precautionary measure, Sadia outsourced merchandising in the view of the increasing demand in the regional market.

POST THE PANDEMIC

From an industry point of view, Sadia believe that the food service industry has weathered the storm between March to May. Sadia has started to see the industry pick up momentum as consumers look for more convenient products rather than cooking from scratch as they spend more time at home and try to maintain work-life balance.

In addition, the way government authorities have handled the pandemic within the region has helped restore consumer confidence. However, Sadia needs to be mindful of the new implementations in Saudi Arabia for example, covering increase in VAT and custom duties, that will impact consumer demand. But, with e-commerce platforms rapidly thriving, the industry is bound to bounce back without major effect.

At present Sadia is working with a consulting firm to help navigate the current situation and maintain a commitment to achieving its strategic goals of 2020. the pandemic has accelerated commitment to the GCC as opposed to affecting operations and offerings. For example, business productivity levels are intact, if not increased, whilst working from home.

One of the main reasons for this is open communication across board and culture of innovation that supports us in exploring and adapting to new ways of doing business. There have been no layoffs, nor salary cuts, and Sadia continue to recruit new talent, which is essential for business growth and sustenance.

With this being said, Sadia expects an increase in product costs because of the extensive safety measures implemented in production processes and within workforce, which are necessary until we find a definitive solution to the pandemic. ■

All images courtesy Sadia.

DUBAI ASSET MANAGEMENT

IDENTIFY, REENGINEER, AUTOMATE, MANUAL PROCESSES

Dubai Asset Management is reducing the time taken for many of its manually intensive and repetitive operations by using Automation Anywhere's Enterprise v11.

Dubai Asset Management is a real estate partner committed to creating meaningful living experiences for anyone who wants to call Dubai home. The company offers a range of end-to-end solutions and services for its customers while focusing on long-term value creation through the development, acquisition and operation of residential and community real estate. It also oversees the property and asset management of all freehold communities within Dubai Holding.

Dubai Asset Management recently implemented robotic process automation solution from Automation Anywhere, helping to speed up repetitive and manually intensive front and back office workflows. "Currently we are using, Automation Anywhere's Intelligent Automation Platform to augment our workforce strength and we are satisfied with the team that is working with us," remarks Roushdy.

PROCESS SELECTION

According to Roushdy, a number of parameters describe the complexity of any of the organisation's business processes. These include how many systems the process will interact with; the amount of data required to complete the process; the number of people involved in the process; and the duration it takes for the process to be completed.

An example of a complex process is bank reconciliation. A bank's platform for statements of accounts, ERP, and backend systems would be involved in this process. A significant volume of data would be consumed, as well as time, in the traditional ways.



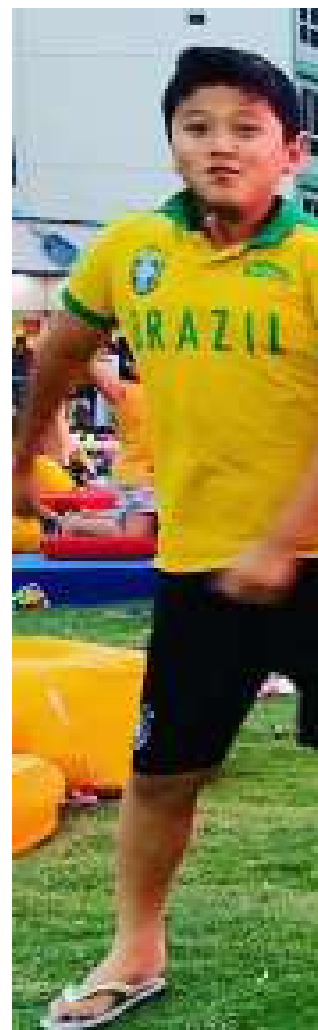
MOHAMED ROUSHDY,
Head of Business Technology, Information
Technology, Dubai Asset Management.

So how did Dubai Asset Management select and shortlist the processes for automation?

Dubai Asset Management's Roushdy uses two principle criteria for identifying which processes should be considered and further shortlisted for process automation. These are Roushdy's candidates for robotic process automation:

- The first criteria for selection are daily, repetitive process with considerable volume per day, which takes time, and involves one or more employees to complete.
- The second criteria for selection are periodic processes, which might be weekly or monthly, but by nature are tedious and complicated.

The second criteria of processes, may also require a large amount of data crunching in one or multiple systems. It may also take considerable efforts by the teams to complete, and have a high probability



Source: Dubai Asset Management web site.



KEY TAKEAWAYS

- Feedback from business on the automated process is the best way for improvement rather than looking at technology used.
- An example of a complex process is bank reconciliation, significant volume of data would be consumed, as well as time.
- The first criteria for selection are daily, repetitive processes with considerable volume and which take time.
- The second criteria for selection are periodic processes, which might be weekly or monthly, but by nature are tedious and complicated.

of generating errors and may be error-prone. Such cases would typically arise in finance, according to Roushdy.

PROCESS REENGINEERING

While embarking on a process automation journey, a key rider is whether the process is efficient and optimised enough to be automated. In the case of legacy processes, for example, many of the step-wise processes may be running for historical and hierarchical reasons and are more than ready to be optimised before they are automated.

Says Roushdy, “This is a fundamental question, and I have been highlighting this concern in many automation forums.”

According to him, the catch here is to have a closer look at the

processes and uncover any process inefficiencies before embarking on automation. Robotic process automation, while generating value through savings in time and cost, may in fact gloss over the hidden inefficiencies in a process.

“We would have got much better results from automation, if we had a closer look at our processes, which we need to automate and see how much of it is efficient before automation,” stresses Roushdy.

The key here is to identify which parts of the process are efficient and which parts are less efficient, before automating the process itself. The parts of a process that are not efficient, need to be revisited by all stakeholders, and then be made eligible for reengineering.

“Once we believe that the process

KEY TAKEAWAYS

- Once the process as-is is optimal from a business and risk point of view, then we move to automation.
- In the initial stages of the roll out the IT department is best positioned and equipped to manage the implementation.
- We will democratise robotic process automation in our organisation.
- The savings in time ranges between 25% to 75% in some of the processes that we have implemented.
- Gartner has found that 62% of organisations with revenue above \$1 Billion in 2019 used bots.

as-is is optimal from a business and risk point of view, then we move to automation, bringing greater value,” emphasises Roushdy.

IMPLEMENTING AUTOMATION

In the initial stages of the roll out of robotic process automation, the IT department is best positioned and equipped to manage the implementation and monitoring of the roll out. Once the business departments are skilled enough to work with digital workers the control needs to shift, feels Roushdy. At this maturity level, “We will democratise robotic process automation in our organisation,” he remarks.

Once a specific process has been selected in an organisation, reengineered, automated, and piloted through the initial stages by the IT department, at some point of time, all stakeholders will want to measure the efficiency or improvement gained. There are multiple measures that can be used to assess the before and after states, and therefore evaluate the gains.

For Roushdy, a good benchmark is the time taken. “I would say the time it takes to complete the task by robotic process automation compared to the original time is the best and simplest way,” he points out. “The savings in time ranges between 25% to 75% in some of the processes that we have implemented.”

Another part of the evaluation process is to solicit and obtain feedback from the various business departments that have been impacted by robotic process automation. “Feedback from business on the automated process is the best way for improvement rather than looking at technology used,” reflects Roushdy. Better versions of technology or systems can enhance automation at a later stage. ■



MILAN SHETH,
EVP-IMEA,
Automation Anywhere.

SNAPSHOT

Automation Anywhere, a global vendor in robotic process automation employs 2,600 globally and provides technology utilising software bots. It opened its Middle East regional headquarters in Dubai in July 2019.

Automation Anywhere received a \$290 Million Series B financing led by Salesforce Ventures with additional funding from Automation Anywhere’s existing investors for a post-money valuation of \$6.8 billion. The funding is planned to be deployed in 2020 across many regions including the Middle East to accelerate product development and strengthen AI capabilities and human-to-bot collaboration.

The company also announced that it has reached a key milestone achieving 100,000 bot downloads from its Bot Store since it was launched in 2018. About 1.8 million of the company’s bots have been deployed by more than 3,000 customers worldwide.

This is a major achievement emphasising the trajectory of robotic process automation, as one of the fastest-growing enterprise software categories across the globe. Gartner has found that 62% of organisations with revenue above \$1 Billion in 2019 used bots.

In October 2019, Abu Dhabi Digital Authority and Department of Finance signed an agreement with Automation Anywhere to digitise government services using software bots. Other regional customers include Emirates NBD and Abu Dhabi National Insurance Company amongst others.

Automation Anywhere launched its flagship platform in October 2019, a web-based, cloud-native digital workforce platform, Automation Anywhere Enterprise A2019. And in November 2019, Automation Anywhere announced a collaboration and with Microsoft, which now allows customers to access the A2019 platform through Microsoft Azure.

“We have witnessed strong demand for new-age digital technologies in the Middle East, and we expect the enterprise segment will drive higher adoption of automation solutions,” says Milan Sheth, EVP-IMEA, Automation Anywhere.

Automation Anywhere’s Intelligent Digital Workforce, web-based, cloud-native, automation platform is designed for easy adoption. It provides enterprise-grade privacy, security, governance, and control, and is architected for scale.

Bots embedded with cognitive and analytics technologies, work alongside human workers as digital assistants, and are poised to drive efficiency by synchronising the front and back end operations.



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Exos E drives support workloads of up to 550TB per year—10x that of desktop drives. With a 2 million hour MTBF rating and building on 40 years of hard drive innovation, Exos E drives offer top performance, reliability, security, and flexibility. Get the most out of business NAS, servers, and JBOD storage.

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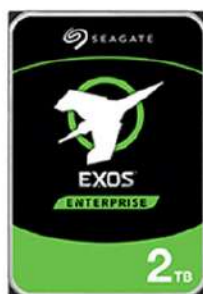
Exos E drives support 512N legacy systems and are built to suit a multitude of applications.



Enhanced Performance

Advanced Write Caching coupled with TurboBoost provide a boost in performance and minimize the risk of losing data due to unexpected power loss.

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Product	Exos 7E2	Exos 7E8	Exos X
Capacity	1, 2TB	4, 6, 8TB	10, 12, 16TB
Sequential Data Rate	194MB/s	249MB/s	261MB/s
MTBF	2M hours	2M hours	2.5M hours
Workload	500TB/yr	550TB/yr	550TB/yr



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CREATING A BETTER POST-PANDEMIC WORKPLACE WITH TECHNOLOGY

15 top executives explore the future of the new post-pandemic workplace and how collaboration between teams and workers is fast transforming.

(Left to right, top to bottom)

Adele Trombetta, Cisco; Alain Penel, Fortinet; Dr Paul Hopkinson, Heriot-Watt University; Ercan Aydin, Palo Alto Networks; Hassan Aljuaidi, Jupiter Business Mentors; Leslie Raimondo, Booz Allen Hamilton; Luke Tapp, Pinsent Masons; Majd Sinan, Trend Micro; Mark Ackerman, ServiceNow; Muna Issa, HPE; Omer Saleem, Proven SA; Praj Calthorpe, Condo Protego; Ryan Trost, ThreatQuotient; Swami Natarajan, Oracle; Thierry Nicault, Salesforce;



ADELE TROMBETTA,
Vice President Customer Experience,
Cisco Middle East and Africa.

CISCO

REDESIGNING COLLABORATION SOLUTIONS FOR REMOTE TEAMS

Companies are reimagining traditional brick-and-mortar strategies to ensure employee and customer expectations continue to be met, if not exceeded.

Even prior to recent events, many businesses had already started to adopt more agile working policies to meet changing employee requests, including working around lifestyles choices and family commitments. What can now be seen, is a more serious look at remote working, not simply as a gesture of goodwill towards employees, but also as a vital way of ensuring business continuity, and in some cases, a method by which to achieve greater productivity.

Businesses have experienced first-hand the continuity that can be maintained through investing in digital, and employees have proved their reliability and dedication, even when left to work of their own accord. It can be anticipated that organisations will continue to leverage digital solutions to make working more efficient from a company standpoint and more convenient for employees.

This will be critical to reducing

overheads and crucially, attracting and retaining talent, who should be empowered to log on from any device, at any moment.

The standard working day is no more. Employees need accessibility round-the-clock, and with work never standing still, this ultimately benefits businesses in the long run. The absence of a physical presence can seem daunting at first, but many digital solutions have been designed with human interacts in mind.

With Webex, when a user wishes to speak, they simply need to click the raise hand feature within their voice or video call, and if a manager wants the team to collaborate, all participants can make use of digital whiteboarding on the same document in real-time.

Webex has also been used to bring government leaders from the top 20 economies around the world together, via a first-of-its-kind virtual government summit, where G20 leaders discussed the impact of

KEY TAKEAWAYS

- The absence of physical presence can seem daunting but many digital solutions have been designed with human interaction in mind.
- Organisations will continue to leverage digital to make working more efficient and more convenient for employees.
- The positive takeaway is there is greater diversity in which companies are reaching out and new experiences they are able to offer.

the pandemic globally.

Businesses are experiencing demand for more hybrid forms of working, and at the same time, they are also finding themselves grappling with changing customer behaviors. Every business, no matter industry or size is offering a service, and some services which were previously provided face-to-face will no longer resonate with the same audiences – at least not for the time being.

For others, the prospect of physical interactions may not be so daunting, but the reality is that no company can afford to isolate any of its customers, especially during in this critical moment. The need for digital transformation is therefore more urgent than ever to ensure a swift recovery and digital readiness.

Companies are reimagining their traditional brick-and-mortar strategies to ensure customer experiences and expectations continue to be met, if not exceeded. These techniques include the hosting of virtual events and tours, live stream sales and other creative outlets which actively encourage participation from the audience, without requiring a physical presence. Much of this relies on the right digital infrastructure and the necessary tools to promote an ongoing dialogue and human connection. ■



ALAIN PENEL,
Regional Vice President, Middle
East, Fortinet.

FORTINET

CYBERSECURITY TEAMS OVER STRETCHED BY NEW NORMAL

Many companies lacked skilled staff to maintain security operations and now due to physical distancing the number of personnel has reduced further.

During these times of rapidly evolving workplace, many employees are unable to take their work desktops with them into their home office, they need to leverage web portals and virtual private networks to get their job done. With this shift in access comes several new security risks, including BYOD issues for users without a corporate laptop, a lack of infrastructural support, and interoperability challenges given the variety of technologies being used to connect back to the network.

For this reason, it is important that organisations reassess security risks from a more comprehensive point of view. Organisations need a new training paradigm that delivers appropriate content without disrupting business.

Implementing non-traditional techniques such as microlearning, gamification or digital badging transform the learning experience from an isolated event where

the learner consumes training content to a culture of continuous learning where employees are active participants in a more informal, social, interest-driven learning process.

However, the sudden, widespread use of teleworker solutions has highlighted several challenges for businesses from both an operational and security standpoint. Addressing these challenges requires a business continuity strategy that can guide and secure an organisation through times of uncertainty. The longer the pandemic prolongs, the remote working culture will prevail and will be deeply rooted in employees' daily lives.

The reality is many companies already lacked the skilled staff they needed to maintain effective security operations even before recent events. And now, due to social and physical distancing requirements, the number of available security personnel in many organisations has been

KEY TAKEAWAYS

- Organisations need a new training paradigm that delivers content without disrupting business.
- Overworked teams are struggling to troubleshoot a new range of issues while maintaining security controls from a home office.

reduced further.

And even if it has not, those overworked teams are struggling to troubleshoot a whole new range of issues while maintaining security controls from a home office. Indeed, organisations generate much more data and logs than ever before, since the majority of internal network traffic will, probably for the first time, be originating from outside the network perimeter.

To meet the challenges, organisations need to adopt an automated protection, detection, and response strategy. Even in the best of times, with a full staff of trained cybersecurity professionals, today's threats have become so sophisticated, and the time to compromise has become so short, that human intervention only is no longer a viable security strategy.

In parallel, cybercriminals are taking advantage of the unprecedented increase in remote access of sensitive information and data by searching for security gaps and shifting attack strategies to target teleworker environments. As a result, the FortiGuard Labs team have observed a significant volume of threats, themes, and malware pitching pandemic-related scams, such as offers to provide Chloroquine and other medicines and medical devices, all preying on fears about the current pandemic.

To keep up, Fortinet have made the curriculum from our NSE Institute's training and certification program available 24 advanced security courses for free to help IT professionals expand their cybersecurity knowledge and address new risks. ■



DR PAUL HOPKINSON,
Associate Head of Edinburgh Business
School, Heriot-Watt University Dubai

HERIOT-WATT UNIVERSITY

NEW NORMAL DRIVEN BY INDIVIDUALS NOT MANAGEMENT

Remote working will break traditional structures and organisations will rely on individuals as much as management as they become flexible and inclusive.

In response to the pandemic-induced challenges, many organisations have had to swiftly re-evaluate, reassign or layoff much of their workforce. This has considerably impacted the workforce across several organisations and sectors.

Productivity will be evaluated through results rather than hours spent by the workforce. Employees will exercise more autonomy with less emphasis on time tracking. The World Economic Forum recently cited that 98% of people would like to have the option to work remotely for the rest of their professional lives.

Automation will gain more prominence which means employees will need to diversify their skills or use their existing skills for other jobs. With these complexities at play, organisations will need to map out resources to ensure career pathing, upskilling, reskilling and career advancement support for employees.

Organisations across the globe accomplished high levels of remote working over a short haul, something that in ordinary circumstances would have needed weeks of planning and implementation. This has tremendously changed employee needs and attitudes around the world.

A recent survey conducted by Robert Half, a top recruitment agency, revealed that that majority of the UAE employees want to work from home more frequently while three-quarters want improved office cleaning standards. According to recent estimates by KPMG, up to 30% of employees globally will remain home-based post-crisis.

In the near future, people will be expecting their leaders to be supportive and compassionate about personal circumstances. Transparent communication is also essential to build trust. As the pandemic subsides, people will be seeking

KEY TAKEAWAYS

- World Economic Forum cited that 98% people would like to have the option to work remotely for rest of their professional lives.
- Majority of UAE employees want to work from home more frequently while three-quarters want improved office cleaning standards.

employers who are empathetic, accommodating and encouraging.

Remote working is set to be the standard for the immediate future, and will break traditional management structures. It means that organisations will rely on individuals as much as the management as they become more flexible, human-centered and inclusive.

This places an accent on finding new ways for employees to organise their work and interact with customers at more convenient times, organised around lifestyles and personal commitments.

Remote working and social distancing protocols can impact the socialisation aspect of a workplace. As social beings, people miss networking and interacting with their co-workers in-person, which is invariably essential to foster trust and collaboration.

The impact of the pandemic has seen the rise of leaner organisations, resulting in more people taking on new responsibilities that may also require them to upskill and reskill.

As in any change programme, there are always those that cannot or will not adapt and the transition to more digital and remote working may result in job losses and redundancies as well as the need for re-skilling and upskilling.

Concerns have been expressed about the impact of home working on opportunities to build social capital and employee well-being and what is clear is that employers will need to adapt their modus operandi to accommodate more opportunities to allow for the downsides as well as upsides of home remote working. ■



ERCAN AYDIN,
Regional Vice President, Palo Alto
Networks Middle East and Africa.

PALO ALTO NETWORKS

OBJECTIVES, OUTCOMES, RESULTS, TO DOMINATE NEW NORMAL

The pandemic brought a unique lifestyle one never anticipated and with a strong leadership, there are positives for both employees and the workplace.

In the last months we have seen a major change in the way we live, work, and run our businesses. This has undoubtedly changed our communication patterns with added usage of video and voice conferencing platforms, and this may turn into a long-term impact.

Specifically, for the cybersecurity sector, we have implemented video platforms for cybersecurity training and practice. There is no doubt that organisations have more people working remotely including a new group of users who are not trained on safety and security practices while working remotely.

Needless to say, it is important for each individual, in every department, to be trained to work securely and without introducing security risks to their employer.

In addition, due to a home working environment, employees are more inclined towards a work life balance and priority management.

The pandemic has brought a

unique working lifestyle that one never anticipated. With a strong and effective leadership, there are many positives for both employees and the workplace to benefit from.

With a remote working pattern, there is a higher rate of productivity for employees and more personal time for everyone with less time spent commuting to and from the office. People can have more interaction with their family and friends and be able to better manage their lives. With the current pandemic, working from home allows individuals to stay safe and maintain a personal and secure workplace.

While remote working has many positives, organisations must ensure regular effective communication with employees. It is important to engage in daily interactions and keep your employees up to date on new wins, achievements, or any policy changes.

All leaders within companies must

KEY TAKEAWAYS

- We have implemented video platforms for cybersecurity training and practice.
- It is important for each individual to be trained to work securely without introducing security risks.
- Remote working and flexibility in work patterns will be the way to move forward.
- There will be accelerated digital transformation promoting online collaboration, shorter meeting times, focused agendas.

ensure employees get a chance to interact with each other, or their dedicated clients or partners – not just for relationship building purposes but more as an essential task that must be completed.

Remote working and flexibility in work patterns will be the way to move forward. Many companies will continue to promote work from home initiatives, while offices will be dedicated to collaboration or group meeting appointments.

The approach will be focused on calculating the overall outcome rather than an employee's time invested. Productivity, results, and objectives will take precedent.

There will be an accelerated digital transformation promoting online collaboration, shorter meeting times with more focused agendas.

Business trips and travel will likely also be replaced increasingly by video conferencing programs, as these have proven to be successful during the pandemic, and will in the long term cut company travel costs and help maintain work life balance. ■



HASSAN ALJUAIDI,
Human Resource Professional and Mentor,
Jupiter Business Mentors.

JUPITER BUSINESS MENTORS

DID THE PANDEMIC JUST CREATE A NEW WORKER, NEW ROLE?

Companies are no longer looking at candidates that fill 48 hours a week policy, rather they are keen to employ those with uniquely human skills.

The pandemic is definitely a long overdue accelerator for organisational transformation. Many businesses across the globe had long held objection to introduce a remote-working policy but with pandemic social distancing measures, companies had no choice but to introduce remote work to keep the business up and running. Companies are now more receptive to technology being part of their daily work.

Before the pandemic, critical roles were viewed as roles with unique and critical skills or in general we can say the capabilities each organisation needed to meet the strategic goals. Now, companies and employers are realising that there is another category of critical roles, these are the roles that are critical to the success of the essential flow.

We have witnessed employees, together with their managers and coworkers, are taking additional responsibilities and becoming crisis

managers.

Companies are no longer looking at candidates that fill the 48 hours a week policy. Rather they are keen to employ those with uniquely human skills like creative thinking, reasoning and collaboration, strong interpersonal communication skills, EQ skills, diversity and cultural intelligence.

On the other hand, organisations will continue to expand their use of contingent workers to maintain more flexibility in workforce management post the pandemic, as well as introducing other job models they have seen during the pandemic, such as talent sharing and 70% pay for 70% work.

The use of technologies is getting more frequent to monitor employees through methods such as virtual clocking in and out, tracking work computer usage, and monitoring employees' email or internal communication chat. While some companies track productivity, others

KEY TAKEAWAYS

- Managers and coworkers, are taking additional responsibilities and becoming crisis managers.
- Having flexibility to work from home will not be a limited solution.
- Companies discovered prioritising outputs does not mean less is achieved.
- It does not matter from where and what time people work, as long as they get the results.

monitor employee engagement and their well-being to better understand employee experience.

Having the flexibility to work from home will not be a limited solution for some managers who always travel for business, but it will be for almost all office employees.

Work can always be in full speed at anytime and anywhere. Some companies may consider reducing the office space to invest these savings into technology. Consider whether and how to shift performance goal setting and employee evaluations for a remote context.

Companies discovered that prioritising outputs does not mean less is achieved. This will hopefully spread the understanding that does not matter from where and what time people work, as long as they get the expected result and get the job done.

Working from home is not for everyone, employees may still feel overwhelmed and isolated while working from home. People who work from home can have troubles separating and balancing their work and personal lives

Humans are social by nature and need these social activities at workplace. In addition to the excessive use of technology, video and voice calls throughout the day may be overwhelming. A study by Twingate found 40% of employees have experience mental exhaustion from video calls while working remotely. ■



LESLIE RAIMONDO,
senior Vice President,
Booz Allen Hamilton.

BOOZ ALLEN HAMILTON

BLENDING TECHNOLOGY AND COMPASSION INTO NEW NORMAL

The lessons learned from this experience will help us evolve a technology-led and yet more compassionate work model for the post-pandemic workplace.

Booz Allen Hamilton expects the changes made in response to the pandemic will have a lasting positive impact on myriad work processes, such as decision making, goal setting, resource allocation and simply supporting each other. The pandemic compressed timelines for initiatives such as strategic plans and technology rollouts, previously long-drawn processes.

This crisis has increased the speed with which we model and assess risks, and compressed the time and information needed to make decisions. It is a seismic shift in how we solve problems, and Booz Allen Hamilton does not anticipate we will go back to the old way of doing things once the crisis is over.

For human resource professionals, the impact is most likely to be on recruitment and retention. Booz Allen Hamilton predicts that videoconferencing apps such as Webex and Zoom will have a greater

effect than just on team dynamics and dress codes. They are potentially game changers for the ways in which businesses interact with candidates.

Understandably so, given the ease, savings and convenience of video conferencing. In-person interviews as part of standard recruiting might even become something of a rarity, even if the candidate is in the same city.

For human resource managers, there is a lot of learning to be gleaned from this new way of working – be it the importance of cybersecurity training for remote working set-ups or the increased emphasis on physical and mental health initiatives.

Booz Allen Hamilton would recommend human resource managers document these experiences and businesses get started on their pandemic crisis playbook. Recording your experiences and those of your employees and clients, helps in

KEY TAKEAWAYS

- Do not anticipate we will go back to the old way of doing things once the crisis is over.
- A crisis playbook helps human resources be more prepared for future disruptions.
- People now understand the art of the possible when it comes to working differently.
- Even the most traditional businesses are opening up to different ways of work.

evaluating what works and to discard what does not. A crisis playbook such as this helps human resources be more prepared for future disruptions. It will help you stay strong and keep moving forward.

People now understand the art of the possible when it comes to working differently, and this will undoubtedly change the future of work. Even the most traditional businesses are opening up to different ways of work and collaborating.

In some ways, social distancing has brought us closer. However, technology cannot compensate for the human need for connection. Without meeting in person, functions such as mentoring, onboarding new hires and team building – aspects of work life that require warmth and a human touch – can be challenging.

Perhaps, we may see the evolution of a hybrid model of work that combines remote work with some amount of team interactions in the physical realm. How businesses and human resource functions strike the balance between remote work and human interaction will define the nature of work in the future.

Above all, we need to ensure that the lessons learned from this experience will help us evolve a technology-led yet more compassionate work model for the post-pandemic business landscape. ■



LUKE TAPP,
Partner Employment,
Pinsent Masons.

PINSENT MASONS

PANDEMIC MADE THE WORKPLACE JUMP FORWARD FIVE YEARS

Majority of companies can take advantage of the new normal to make time at work as productive as possible and enable people to spend more time at home.

Whenver there is a challenging economy, companies and employers have to consider restructuring processes, which could include transferring staff into different roles within the business, moving staff around regional or global offices, reducing working hours for a temporary period, removing non-essential benefits from employment terms for a temporary period or asking staff to take leave during periods where the business is quieter.

Companies and employers are more reluctant to add full-time roles, preferring to add more flexible roles in their team and opting for more part-time or temporary employees.

The pandemic is forcing companies to accelerate their transformation to be more digitally focused and ushering a complete transformation in flexible working, which in turn has transformed both

traditional job roles and the nature of work by creating a more agile way of working.

As the coronavirus pandemic continues, businesses and employers are having to adapt rapidly to new ways of working remotely. This has affected how people communicate and interact with their team members, with everyone working from different locations.

Though this has affected team-work and employee connection to an extent, with the adoption of several advanced telecommunication and collaborative platforms, employees can still connect with their co-workers through video or audio conferencing from any remote location.

The new normal way of working is likely to have a dramatic impact on the workplace, as the traditional view of the office place and rigid 9–5 workdays give way to fully flexible working and the reinvention of office spaces to a more dynamic set up.

KEY TAKEAWAYS

- The new normal way is likely to have a dramatic impact on the workplace.
- One of the most significant changes brought about by the pandemic was the passing of Resolution 279.
- One of the most negative changes brought about by the pandemic was the economic pressure it placed onto companies.
- The positive legacy of the pandemic from a human resources perspective is the workplace environmental changes.

One of the most significant changes brought about by the pandemic was the passing of Resolution 279, which effectively introduced the concept of redundancy into the UAE Labour Law for the first time, putting in place certain protections for employees.

However, many have viewed it as creating an environment to encourage terminations as it is likely that the courts will be sympathetic to employers who can prove that redundancy terminations were the only viable option for the business in the case of any disputes.

One of the most negative changes brought about by the pandemic was the economic pressure it placed onto companies, which has resulted in many businesses having to reduce employee costs, such as salaries and job role opportunities.

The most positive legacy of the pandemic from a human resources perspective is likely to be the workplace environmental changes. The new way of structuring the working week in terms of when and where people work has advanced society by at least five years.

The vast majority of companies and employees can take advantage of the new normal to make their time at work as productive as possible and at the same time, enable people to spend more time at home and spend more time with their families. ■



MAJD SINAN,
Country Manager UAE,
Trend Micro.

TREND MICRO

FOUR DIFFERENT CYBER SECURITY EMPLOYEE PERSONA

Regional organisations should tailor cybersecurity training programmes to match different personas, along with advanced technology and multi culture.

The pandemic is causing a massive shift to remote work in the UAE and the Middle East. The COVID-19 coronavirus is being used in many malicious campaigns, including email spam, business email compromise, malware, ransomware, and malicious domains. Fraud activity is still on the rise as communities remain in quarantine.

Organisations across the region need to do more to tighten their cyber security solutions and processes against cybercriminals who are using popular online tools, sharing software, and many other creative techniques in their scams.

Trend Micro recorded 163,774 COVID-related threats in the GCC during H1 2020: 36,312 email spam attacks in the GCC; 127,415 URL attacks, and 47 malware threats detected. The UAE led all GCC countries with 138,584 COVID-19 attacks, including 13,229 email spam attacks, 125,330 URL attacks, and 7 malware threats detected.

There has never been a better time for companies to take advantage of heightened employee cybersecurity awareness. In the UAE, for example, there is a high level of security awareness, according to recently released Head in the Clouds Study, which surveyed more than 500 remote working knowledge workers in the UAE.

Amongst the encouraging results are 82% of remote workers more conscious of their organisation's cybersecurity policies, 88% take instructions from their IT team seriously, and 85% agree that cybersecurity within their organisation is partly their responsibility.

While many Middle East and UAE organisations are moving towards a hybrid return of some employees returning to offices and others remaining as remote workers, cybersecurity threats are continuing to accelerate.

While it is encouraging to see so

KEY TAKEAWAYS

- The UAE led all GCC countries with 138,584 COVID-19 attacks.
- In UAE there is a high level of security awareness according to Head in the Clouds Study.
- Having a one size fits all security awareness programme is a non-starter.
- Productivity still wins out over cybersecurity protection in Middle East.

many employees take the advice from their corporate IT team seriously, having a one size fits all security awareness programme is a non-starter. In looking at the psychology of employees towards their attitudes towards risk, we see four different personas: employees who take a conscientious, fearful, ignorant, or daredevil approach to cybersecurity.

Middle East and UAE organisations should tailor their cybersecurity training programmes to reflect these different personas, along with advanced technology, and multicultural employees.

One of the biggest post-pandemic workplace challenges is that productivity still wins out over cybersecurity protection in the Middle East. For example, in the UAE, 58% of remote workers use a non-work app on a corporate device, 40% use their work laptop for personal browsing, and 38% do not care if apps are sanctioned by IT or not.

Basic technologies, such as antivirus, application control, web and file reputation, can filter a great number of known treats, but not unknown, advanced, persistent threats. Industry experts advise that Middle East organisations take a multilayered protection approach to protect all fronts of their IT landscape.

Trend Micro recommends connected threat defense, deploying security solutions at all touchpoints in an IT system – endpoints, hybrid cloud and networks. ■



MARK ACKERMAN,
Regional Director, Middle East
and Africa, ServiceNow.

SERVICENOW

DIGITAL EXPERIENCES, BUSINESS CONTINUITY, THE NEW NORMAL

Businesses providing employees with right digital experiences will see increased engagement, higher productivity, and better business continuity.

We need to start thinking differently about what work is. It should not be about looking busy, being visible to everyone in an office or turning up to every meeting just to show you are committed. Instead the focus needs to be on this is what I need to achieve this week. We need to be recognised and rewarded on the value we bring and the contribution we make — not the hours we work or whether we are seen at a desk.

We are in a phase now where it is no longer work from home, but rather work from anywhere. The office will become a more fluid destination and there will be new policies in place to protect the health and safety of workers, including where and when to work in shared spaces.

There is a great debate happening now around whether to shrink the physical size of the office or maintain existing footprints to allow for social distancing. Leaders are

also thinking about everything from office sanitisation to ensuring a safe commute.

The goal for organisations will be to increase accessibility, so that employees can get to the tools and services they need, whether they are at home, in the office or out in the field. As a consequence, in the next normal, we will see a wave of technological innovation.

Biometric technology will become more commonplace in the office. Translation tools will also become ubiquitous, enabling diversity in how people learn and speak. Similarly, technology will facilitate collaboration, regardless of location.

Teams will be able to hire without worrying about geographic location, as they can do everything, onboard, train, manage, in a remote setting. This will open the door to a more diverse and distributed workforce.

To summarise, 21st century companies will be increasingly technology-enabled and digitally

KEY TAKEAWAYS

- We are moving into the work from anywhere era.
- We will start seeing employees get measured on how they communicate and collaborate.
- Organisations can get more diverse talent by giving them more freedom in the work they perform.
- Human resources teams will need to think about how they enable and empower managers to effectively lead teams.

transformed. Businesses that provide their employees with the right digital experiences will see increased engagement, higher productivity, and better business continuity.

As mentioned previously, we are moving into the work from anywhere era. We will start seeing employees get measured on how they communicate and collaborate and ultimately on output and results. Organisations can get more diverse talent and can create better economic opportunities for more people around the globe by giving them more freedom in the work they perform.

Finally, human resources teams will also need to think about how they enable and empower managers to effectively lead teams in the new distributed workplace. This will need to include everything from guiding managers on how to hire digitally and run a staff meeting in a digital way that lets every voice be heard, to teaching managers to allow for flexibility in scheduling and how to be more empathetic and make conversations with their reports more personal. ■



MUNA ISSA,
Channel and Distribution Sales Lead,
HPE, Middle East and Africa.

HPE

LARGE SCALE SHIFTS AND ADJUSTMENTS PART OF NEW NORMAL

The pandemic has disrupted the workplace and human resource managers need to redesign and redeploy employees to stand out ahead of competitors.

The global health crisis has led to the emergence of a new normal for all of us across the global. The nature of work and business continuity will depend on technology empowered by IT resiliency, enable remote workforces, and creates new experiences. Organisations have moved from office to remote engagements, encouraged their teams to keep safe measures while meeting in person with colleagues and customers.

With the substantial shift to online shopping and virtual services and connection, job roles have been altered to accommodate the demand coming from the new virtual streams. A lot of organisations had to shift their employees to serve the ecommerce transactions and in some cases build a new ecommerce platform to be able to serve the new demand streams.

The pandemic has shown organisations that people can easily connect and work from

home, relying on email, chats, and video conferencing to quickly communicate with colleagues. Organisations should evaluate the need for their employees to come back fully to the workplace. Organisations should focus on empowering the work environment that is delivering the best business outcome and reducing the company overhead costs and the need for the physical office space.

Even if the physical presence is necessary to fulfil business demands and meet with customers, employees should be able and enabled to work virtually whenever possible, and companies should constantly evaluate the best work environment for each role and even for its employee internal meetings and events.

It is critical for business leaders to understand that large-scale shifts are changing the way people and the businesses operate. Human resource leaders who respond effectively can

KEY TAKEAWAYS

- Job roles have altered to accommodate the demand coming from the new virtual streams.
- Pandemic has shown organisations that people can easily connect and work from home.
- Organisations should evaluate the environment that can deliver business outcome and enable employees to connect virtually.

ensure their organisations stand out from competitors. As the pandemic resets major work trends, human resource leaders need to redesign their workplace environment and workforce management post pandemic.

When it comes to the workplace environment, organisations should evaluate the environment that can deliver business outcome and enable employees to connect virtually. Human resource leaders should create safe physical workplace environments while promoting virtual engagements whenever possible.

They should also rebuild new strategies to accommodate the new way of working and supports organisation objectives, by setting up new ways to manage its workforce and employees, creating new parameters to evaluate employee performance and experience and embracing the need for new skills and enabling existing talents to acquire those skills and prepare for the future.

Some businesses were not enabled to operate virtually and hence were affected the most, many are still facing cash challenges and others are remodeling the way they will do business in the future.

Consequently, employees are also affected on different levels ranging from employees being cautious about returning to work, to extreme cases where people no longer have jobs to return to. Indeed, our lives and the whole world could not anticipate this huge change that negatively affected our lives and businesses. ■



OMER SALEEM,
Director and Deputy CEO,
Proven SA.

PROVEN SA

BATTLE BETWEEN SHORT-TERM AND LONG-TERM OBJECTIVES

While pandemic has provided stimulus to accelerate digitisation some organisations are taking short term steps rather than long term strategic approach.

The pandemic has had a fundamental effect on most organisations and the way they deliver services or products. Even companies with very stable service delivery models have had to look inwards. There is a real effort to identify efficiencies, gaps and new value pockets. Companies were forced out of their comfort zones to find alternative ways of doing routine SOPs. As such there is direct change impact on the nature of the work, which employees are doing and their actual roles.

The tools being used to fulfill role requirements are being assessed. Capacity and supervisory functions need to be assessed differently to reflect changes. The collaboration and interaction between employees are impacted and needs to be re-tuned. Job roles are now examined in context of the overall value chain rather than in isolation or from a task delivery perspective.

Communication mediums and

tools are now evolving due to the pandemic. People are having to adopt electronic mediums of communication now more than ever. This has been a general trend in many larger organisations but is now further accelerated due to structural needs for social distancing and remote work. Subsequently, this has had downstream effects on workflow adjustments along with various service delivery elements.

The workplace is also reflecting these changes and many organisations will realise that they can find efficiencies with permanent adoption of some of the workplace changes. Not all changes have positive effects and may require a reversion to tried and tested models but there is sometimes room to address the gaps through technology and digitisation.

This is a challenging time for human resource managers given the short time they have had to adopt policies and changes for their

KEY TAKEAWAYS

- Communication mediums and tools are now evolving due to the pandemic.
- People are having to adopt electronic mediums of communication now more than ever.
- More imperative now than ever to have accurate skills matrix and make sure resource utilisation is properly managed.
- People require enhanced engagement with remote work and distributed teams to keep them motivated.

people and related workplaces. Human resource managers have had to quickly switch from attendance management in many cases to capacity management. It is more imperative now than ever to have accurate skills matrix and make sure resource utilisation is properly managed. People require enhanced engagement now with remote work and distributed teams to keep them motivated.

The pandemic has provided a huge stimulus for organisations to accelerate their digitisation efforts and adopt service delivery models accordingly. However, many organisations are taking short term steps rather than long term strategic approach given the lack of time frame for the current adoption. The positive effect is that organisations have started their journey on many initiatives, which previously was stagnant.

However, in due time they will switch short term approach to a longer view especially once the effectiveness of digitised service delivery elements start proving out. Organisations should treat current short-term initiatives as POCs rather than permanent changes. This will allow them build upon the wins and learn from any gaps and shortcomings, which were experienced during the pandemic. ■



PRAJ CALTHORPE,
Deputy General Manager,
Condo Protego.

CONDO PROTEGO

CAN THE CANDIDATE DELIVER WHILE WORKING REMOTELY?

Human resource managers will need to rework recruitment criteria looking for those who have experience in being productive while working remotely.

The pandemic is forcing a major reorganisation of job roles in the Middle East, with white collar knowledge workers often being able to shift to remote work, and many firms looking to re-train or re-skill blue collar workers into different fields.

Every industry is being impacted. For example, governments are accelerating e-services, retailers are moving to e-commerce platforms and need to better understand their customers, and schools and universities are shifting to distance education. Increasingly, emerging technologies such as Big Data, and artificial intelligence and machine learning, are helping employees to optimise their productivity.

As Middle East countries continue to manage the pandemic, we are seeing a rise in hybrid workplaces – with a mix of remote work and some employees returning to offices.

Amid the pandemic, Middle East organisations need to ensure secure

access to business applications and data for business continuity, collaboration and communication, smart services, and customer happiness. Already, many firms have moved desk-bound employees to remote working environments, purchased new hardware such as laptops and mobile devices, and adopted collaboration platforms.

Increasingly, Middle East human resource managers need to adopt flexible working and remote working for Millennials and Generation Z workers, who are increasingly filling out workplace jobs.

One recent industry survey shows three-quarters 74% of professionals prefer jobs that allow them to work remotely, and 90% expect remote work to increase over the next 5 years.

Human resource managers will need to have remote work and flexible working policies in place, and at the same time recruit employees who have experience

KEY TAKEAWAYS

- 74% professionals prefer jobs that allow them to work remotely.
- 90% expect remote work to increase over the next 5 years.
- Middle East managers need to adopt flexible working and remote working for Millennials and Generation Z workers.
- We are seeing a rise in hybrid workplaces, mix of remote work and some employees returning to offices.

in being productive while working remotely.

Many Middle East organisations have accelerated their digital transformation amid the pandemic. While many firms had been able to successfully execute digital transformation, some organisations have also struggled in their digital transformation. Knowledgeable and experienced channel partners can help to identify the gaps, plan short-term, medium-term, and long-term strategies, and identify the solutions that can enable new levels of information management, data center modernisation, and cybersecurity.

Cybersecurity is a major challenge amid the pandemic. One recent report shows a massive rise in phishing, fake apps and maps, trojans and backdoors, crypto miners, botnets, and ransomware. Government, banking and finance, and manufacturing are leading in cybersecurity preparedness. Channel partners can help to conduct vulnerability assessments and penetration testing, examine vulnerabilities, and develop strategies. ■



RYAN TROST,
Co-founder and CTO,
ThreatQuotient.

THREATQUOTIENT

WORK FROM HOME CREATING CYBER SECURITY BLIND SPOTS

Technology fallout is forcing security teams to be vigilant as company assets are on personal networks more frequently causing company blind spots.

The pandemic will inevitably have a ripple effect across the global workforce as teams acclimate. For teams that were previously moving to more of a telecommuting environment whether full time or partially the pandemic will expedite the plan. However, for teams that relied on onsite personnel this pandemic will test the team's ability to adapt. Teams will be forced to embrace and potentially cope with the distributed environment.

The technology fallout will force security teams to be especially vigilant as company assets will be on personal networks more frequently causing major company blind spots and increasing the probability that an employee gets infected while web surfing off-network or even from a family member's system.

Most teams likely had to re-prioritise their entire roadmap and investment budget to account for needed defenses to help secure

the remote workforce. In a normal environment this pivot of focus causes strain and stress; however, with all the additional stress put on all employees this shift could have a damaging effect.

As work life and family life collide a significant amount of the workforce are going to find themselves frustrated and without an outlet. Employees will need to find a balance between family life and work life which may be a significant uphill battle for employees with young kids not in school or elderly family members. Managers will need to pay close attention to team morale and promote small talk conversations to help employees feel engaged or even vent.

Many organisations have urged employees to turn on their video during meetings to keep meetings personable. Many organisations have coordinated virtual happy hours or virtual social meetings to

KEY TAKEAWAYS

- Teams will be forced to embrace and potentially cope with the distributed environment.
- Managers will need to pay close attention to team morale and promote small talk conversations to help employees feel engaged.
- In a normal environment this pivot of focus causes strain and stress.
- With all the additional stress put on employees this shift could have a damaging effect.
- Pandemic is forcing organisations to improve remote protocols and security to cater to 100% remote workforce.

help employees stay grounded and socialise with others.

Pandemic is forcing organisations to improve remote protocols and security to cater to a 100% remote workforce. Employees that traditionally travel extensively are a bit easier to sync with due to significant travel restrictions. Employees who previously had a significant commute into the office can now regain that productivity time.

A tremendous amount of work is accomplished in ad-hoc meetings in the office which becomes a bit harder to do. An employee's emotional state can be filled with anxiety dealing with family matters. Teams lose that personal touch across colleagues and peers. Conferences become largely virtual and take a backseat to workload. Data handoffs across teams become more challenging. ■



SWAMI NATARAJAN,
Strategy and Business Development Leader,
Business Applications, ECEMEA, Oracle.

ORACLE

DIGITAL GOALS OF 2030 BEING REALISED IN 2020

The pandemic disrupted every industry and digital transformation as well, accelerating its adoption and leading to an early realization of the goals of 2030.

As remote working is becoming the norm; the way employees are engaging with their organisations and also with their customers is witnessing tremendous changes. Corporations in addition to focusing on their employees' safety and security also need to maintain employee productivity and efficiency.

This is where digital technologies play a pivotal role. Amidst the pandemic, the best companies are going further, by accelerating the shift to digital channels. They are successfully using advanced technologies like digital assistants to enable employee service with invisible operations and on-time response, analytics to combine new sources of data and data driven insights to make better and faster decisions and strengthen their links to customers.

Companies are increasingly focusing on mobility in an attempt to stay engaged with a remotely located

operational employee base. For example; banks are enabling access based on Location Based Access Control, to give limited access to employees outside of bank premises.

We are accelerating into the digital economy earlier than imagined – our digital goals for 2030 are now being realised in 2020. In the UAE, we are fortunate to be led by a government where a digital agenda forms the core of the nation's vision.

However, as overwhelming as everything may be, there are solutions and best practices that human resource leaders and managers can implement in order to ensure a smooth transition into the new normal. Many companies have already begun the process of becoming more resilient, including re-defining job taxonomies to train for new skills, connecting workers at scale in virtual environments to drive productivity, engaging in mergers and acquisitions to consolidate

KEY TAKEAWAYS

- Many companies have already begun the process of becoming more resilient, including re-defining job taxonomies.
- Amidst the pandemic, the best companies are going further, by accelerating the shift to digital channels.
- There are best practices that human resource leaders can implement in order to ensure a smooth transition into the new normal.

operations, and managing contingent workers for the long term.

Not only are human resources professionals concerned about employees' health and well-being during the pandemic, they are also under the strain of processing the paperwork and providing support to several workers who have been laid off or furloughed. For employees still on the job, human resources managers are trying to keep them productive, motivated, engaged and connected—all factors that are moving targets in the new normal.

For example, organisations with a remote policy could not have anticipated that hospitals and health care would be difficult to access during the lockdown. Organisations are having to structure policies to support working from home while employees could be dealing with health-related challenges or caring for their children or other dependents.

Human resources managers are at the frontline and their number one job right now is to keep people up-to-date, be reassuring and build trust.

What has changed the most for human resources professionals and the role that they will play moving forward is that, up until now, the focus tended to be more on monetary remuneration. Now, health and wellness benefits are going to be a game changer. ■



THIERRY NICAUL,
Executive Vice-President, Middle East,
Africa and Central Europe, Salesforce.

SALESFORCE

PANDEMIC TURNING POINT FOR BUSINESS IN THE REGION

CEOs need to drive digital transformation to enhance customer engagement, facilitate alternate working arrangements, and create new revenue.

During this pandemic, the technology industry has a unique part to play in keeping people connected, in helping organisations adapt to change and embrace digital transformation, and in innovating for the good of society.

The pandemic is a turning point in how people in the Middle East work, and is changing how employees, customers, and communities view the role of business. CEOs need to drive digital transformation to enhance customer and employee engagement, to facilitate alternate working arrangements, and to create new revenue.

We are seeing three different phases of the corporate response to the pandemic. The first was the initial reactionary phase, in which governments and healthcare providers mobilised for outreach and education. The second phase is the current recovery and reopening. The third will be the new normal and

return to growth.

Technology companies are vital in advancing digital transformation for organisations to emerge stronger and more competitive in the new normal. For example, new research from IDC finds that Salesforce and its ecosystem of partners will create \$2.6 Billion in new business revenues and 11,180 new jobs in the UAE by 2024.

Among the most rapid digitally transforming industries in the region include government and public sector; banking, financial services, and insurance; manufacturing; retail, communications and media; and healthcare and life sciences.

The pandemic is causing a major shift in how employees do their jobs, especially with the rise in remote working and the need for organisations to re-open safely, measure employee wellness, and support volunteer management.

Supporting organisations to

KEY TAKEAWAYS

- Salesforce and partners will create \$2.6 Billion in new business revenues and 11,180 new jobs in UAE by 2024.
- Among the most rapidly transforming industries in the region include government, banking, financial services, and insurance.
- Supporting organisations to reopen safely and manage the logistics of returning to work, Salesforce has launched Work.com.
- One in four learnings on Trailhead gets a new job.
- There is demand for Trailhead free online learning platform, which aims to make learning accessible to all.

reopen safely and manage the logistics of returning to work, Salesforce has launched new Work.com solutions to make data-driven decision-making quickly. These solutions include the Command Center for a 360-degree view, contact tracing, emergency response management, employee wellness, shift management, myTrailhead for Employees to upskill, and volunteer and grants management.

Re-skilling and up-skilling workers for new and different roles during and post-pandemic is a priority for many Middle East organisations and employees. There is demand for Trailhead free online learning platform, which aims to make learning accessible to all, close the skills gap, and change the ratios in tech.

One in four learnings on Trailhead gets a new job. For example, in the UAE, the number of Trailhead participants has grown from 1,700 collecting 10,000 badges in FY2019 to 3,500 participants collecting 19,000 badges in FY2021. ■

SIX THINKING TRAPS THAT CAN LIMIT YOUR TRUE POTENTIAL

Ektaa Sibal explains how mental thoughts can sometimes create a negative frame of mind limiting our potential to function in personal life or at work.



EKTA SIBAL is India's number one Inner-Self Transformation Specialist, International Meditation Expert, Speaker and a Gifted Energy Healer with inborn intuitive abilities.

Our brain has the function of thinking, reasoning, deciding, feeling and so much more which is sometimes difficult to comprehend as well. While our brains are designed to make sense of everything we experience and draw connections between thoughts, ideas, actions or consequences. But sometimes how we think can be misleading or wrongly perceived or negatively reflected by us.

Our mind sometimes creates traps through the words, thoughts, and the stories we tell ourselves which leads to building distortions. A framework can bring an inner self transformation to foster a success mindset in our lives.

Thinking traps are those irrational thought patterns that conceal the reality and lead to making errors in decision making or judgments. It leads to a thought process where you tend to over exaggerate the threat and underestimate your ability to cope with it. The premise is that while we look at life in general from

the lens of it being quite simple, but the brain that is functioning and making us think can turn a simple situation into a complex one.

These irrational thought patterns can make you easily jump to conclusions and often prevent you from seeing the bigger picture. This leads to trapping you in a vicious cycle of negative thoughts with the potential of altering your mood and the way you experience life.

These thinking traps are most often difficult to identify at first, as they are usually misconstrued with overthinking and they are generally normalised no matter how crippling they might be. These thinking traps are cognitive distortions which do not actually reflect the present situation of an individual.

The top six thinking traps that one needs to be conscious about:

#1 FORTUNE TELLING

Predicting that something bad will happen, without any evidence. We get stuck in this thinking trap when we over analyse on the possible outcomes of a situation and convince our self that one particular outcome is guaranteed. Example: I have to deliver this presentation and I know that I will mess it up.

#2 OVER GENERALISATION

Thinking that a negative situation is part of a constant pattern of bad

Thinking traps are irrational thought patterns that conceal the reality and lead to making errors in decision making.

Irrational thought patterns can make you jump to conclusions and often prevent you from seeing the bigger picture.

things that always happen. People who over generalise often use words like always or never. Example: I thought I will get a good appraisal this year, but did not get it. This always happens to me! I always have to struggle and still do not get what I deserve!

#3 MIND READING

Jumping to conclusions about what others are thinking, without any evidence Example: My senior colleague did not say hello to me, maybe she is not happy with my work

#4 FILTERING

Focusing only on the negative parts of a situation or a person and ignoring anything good or positive. Example: Since the time I joined this organisation, even though my work was appreciated but I have mostly been unhappy with my work.

#5 CATASTROPHISING

Believing that the worst-case scenario is the inevitable outcome of a situation. Responding to a situation by greatly exaggerating to the severity of a situation. Example: My throat hurts what if I have got infected with COVID 19 and what if I die.

#6 LABELING

Wrongly attributing a negative label to either yourself or someone else. Example: I made a mistake in my

presentation I am so careless.

The basis of bringing yourself out of these traps is by recognising if you are repeating a pattern of negative thoughts and then taking action on it so that you address the mind trap and overcome the vicious pattern of destructive thinking.

It is important to challenge a mind trap by realising what is happening, slowing your thoughts and considering if your thought process is rational or if there is any evidence of it being true. Often thinking more carefully, and giving yourself mental space can be a great tool to use against thinking traps.

Work yourself through by challenging the thinking traps, try to think of a more balanced thought to replace the old thinking traps.

Let go the through the following example:

Situation: My friend said she would call me tonight to figure out plans for the weekend, but she did not.

My thought: She is so inconsiderate. Or maybe she just does not like me anymore

My own trap: Labeling and mind-reading thinking Trap

Find the evidence: Well, last week we hung out a lot. She called me and never changed our plans.

Balanced thought: I know right now she is dealing with a stress at work and some relationship problems. Maybe she is just overwhelmed with everything. I will wait until we talk again before jumping to conclusions about our friendship

If left unchecked, thinking traps can escalate and leave us feeling trapped. If you are feeling down or like you have fallen into a pattern of habitual negative thinking, it is really important to seek help. A therapist can help you challenge and overturn thinking patterns that are holding you back so you can begin to realise your full potential. ■

KEY TAKEAWAYS

- The basis of bringing yourself out of these traps is by recognising if you are repeating a pattern of negative thoughts.
- It is important to challenge a mind trap by realising what is happening, considering if your thought process is rational.
- Thinking more carefully, giving yourself mental space can be a great tool to use against thinking traps.

PLANNING FOR A MULTI-GENERATIONAL NEW NORMAL

Epicor's Amel Gardner takes a hard look at the stay-at-home workforce and finds it is multigenerational offering new benefits and challenges.



AMEL GARDNER,
Regional Vice President, Middle East,
Africa and India Epicor Software.

Working from home is nothing new. For decades, many businesses—especially tech companies—have offered remote working options. In recent years, that popularity has grown even more. It stood to reason that remote work would continue its upward trajectory. Eventually, working from home could become the rule rather than the exception.

There is no doubt that Covid-19 has accelerated this transition to

work-from-home. In fact, according to a recent survey by Robert Half, 80% of UAE respondents would prefer to work from home post COVID-19.

Many companies in the UAE, and across the globe, have employees spanning multiple generations—from Baby Boomers to Gen Zers. This mass exodus from the corporate office to the home office is an opportunity for all generations to learn from each other.

Baby Boomers and Gen X watched the workplace change around them for years, while many Millennials entered the workplace during a recession. They are all used to working through tough periods of change and know how to adapt to a new now. Organisations can, and should, leverage the strengths of each generation to grow and transform the modern workplace.

BOOMERS

During their careers, Boomers have seen the working landscape evolve in dramatic ways. Most technology we now use every day did not exist at all during their formative years. They have had to learn how to work through multiple recessions and constantly evolving tech.

Boomers bring a significant amount of experience to the table. They know how to manage people and business relationships. How

to work through periods of great change. When to have a face-to-face conversation versus shooting off an email. These lessons, learned and honed over time, can be taught to younger generations through mentorship or other educational means.

GEN X

Statistically, Gen Xers tend to be loyal to their companies and therefore hold institutional knowledge. Though they may not have grown up with as much technology as their younger counterparts, they see the value in it and navigate the digital workspace with confidence.

Along with Boomers, Gen X brings people skills and traditional leadership honed throughout their careers. They can serve as a bridge between the younger Millennials and Gen Zers to the Boomers.

MILLENNIALS

Growing up as older kids and teens when the Internet and smart phones first became widely used, Millennials already know the value of technology. They drive the use of collaboration tools that make working with a remote team easier.

With many entering the workforce during the 2008 recession, it gave them skills to not just survive but

Millennials already know the value of technology and use of collaboration tools that make working with a remote team easier.

thrive during difficult circumstances. They share this experience with Boomers and Gen X, who were already well into their careers at the time.

Millennials have had to learn to be resourceful enough to find new opportunities both for themselves and the businesses they work in.

GEN Z

Gen Z is the newest generation to enter the workforce and has a natural affinity with technology. They grew up as toddlers playing on smart phones while Millennials were already young adults. Technology is almost a natural extension of themselves.

Gen Z is the expert multi-tasker. They are naturals at navigating multiple apps, communication tools, and digital tasks. Because of this, Gen Z employees can wear many hats. Companies needing to operate lean and mean through unexpected disruptions lean into the value of workers with these skills.

Because Gen Z entered the workforce during a time of drastic change, it is going to shape what they expect from employers in the future. As the first generation of digital natives, they are used to personalisation in the tools they use—and this extends to the world around them. They are the

generation that can think beyond the current status quo of the company's tools, and develop sharp, streamlined, and individualised technology for future growth.

Each generation faces different challenges when it comes to working from home; Gen Zers may fight for elbow room alongside family or housemates. Millennials and Gen Xers may balance work with educating young children at home. And Boomers, while most likely to have dedicated office space, could have less digital experience.

Because all generations are becoming more comfortable working from home, there may be a big push for this way of working to continue. From reducing overhead costs of facilities to protecting employees from public health issues, some believe it's highly unlikely we'll see things go back to exactly how they were.

Some Boomers and Gen Xers might have a learning curve when it comes to online collaboration while Millennials and Gen Z thrive in a remote environment. Generational trends aside, intentionally building collaboration between the more and less tech-savvy employees are critical while adapting to the massive change current events wrought on the traditional workplace.

While having face-to-face time in a physical office still has undeniable benefits, flexible working has evolved from a desire into a necessity. And it's not going to go away.

The merging of generational experiences during this global shift in working practices is something that will create stronger team bonds, now and in the future. A broad range of new skills are both taught and learned through collaboration. This is the perfect way to ensure the workplace of the future is full of close-knit teams leading a cultural change. ■

KEY TAKEAWAYS

- Boomers have seen the working landscape evolve in dramatic ways.
- Gen X brings people skills and traditional leadership honed throughout their careers.
- Gen Z is the newest generation to enter the workforce and has a natural affinity with technology.
- Each generation faces different challenges when it comes to working from home.

NOT JUST AN APP, IT IS APP PERFORMANCE AS WELL

Along with surge of applications, businesses need to manage performance as well linked to customer experience, explains David Noël at AppDynamics.



DAVID NOËL,
Vice President Middle East, Africa
and Russia CIS at AppDynamics

The on-demand revolution has changed the way we all live and work. Today, with just a few clicks of an app, or no more than a word or two, we can order a taxi, buy groceries, transfer money, or book a hotel room. This is a brave new world for businesses, and those that harness the true power of real-time application performance will thrive. This is increasingly critical in the current climate, where now more than ever, we are having to rely on digital platforms and applications to complete everyday tasks at work and at home.

Customer experiences are powered by and depend on applications and digital services. This stretches from brand engagement with customers to new ways of driving revenue. The application is no longer another way to drive customer experience, the application is the customer experience.

The shift to on-demand has created an opportunity for many brands to build closer relationships with their customers. The stakes are higher though, as these relationships

are at risk of poor user experience or performance issues. Expectations are higher than ever before, and patience is fleeting. It is now taken as a given that the applications we use each day will work seamlessly. Users who depend on these apps for their day-to-day lives aren't content to wait hours or even minutes for a resolution or solution.

The on-demand economy has changed the rules — consumers have more choices than ever before, and competition is rife. For every great offering like Zomato, there's at least one clear alternative like Deliveroo. The compelling differentiators for the consumer are then, by default, experience and performance.

Customer experience is instantaneous. If an app is lagging and slow, or a critical page at checkout does not load, the battle for a customer's attention, and ultimately their business, may already be lost.

It is surprising then, that many IT teams within enterprise organisations still operate reactively, waiting for problems to arise and be flagged before resolving them, which loses valuable time — and revenue — in the process. Not only do these problems impact a business financially, but their reputation can also be damaged.

Through poor customer experience, it is likely that brand reputation will be impacted, in

Customer experiences are powered by and depend on applications and digital services.

The application is no longer another way to drive customer experience, the application is the customer experience.

some cases resulting in a reduction in customer loyalty. The stakes are high, and when resolution times count for so much, businesses that can anticipate these issues proactively remain one step ahead of the rest.

According to research from AppDynamics, 58% of IT teams find out about performance issues from users calling or emailing their organisation's help desk, and 55% find out from an executive or non-IT team member at their company who informs the IT staff. This reactive approach needs to move to proactive detection, resolution and ultimately prevention, to match consumer demands and expectations.

HOW CAN BUSINESSES AND IT LEADERS ADAPT TO THE ON-DEMAND WORLD?

Businesses must leverage real-time insights to drive customer experience wins. Proactivity is key — do not wait for weekly business intelligence reports to work out where improvements are required. Instead use real-time insights to monitor performance in relation to revenue, campaign conversion rates, and overall user engagement so you can make adaptations on the fly, and delight customers in the process.

Customer experience is a discipline that drives customer satisfaction, brand loyalty and product advocacy. Through this, CMOs and CIOs need to collaborate

in a world led by digital experience — siloes will not work. CMOs need to build strong relationships with their CIOs and vice versa to find the common ground in customer experience.

A DevOps approach, with cross-team collaboration, leads to customer experience improvement. These developments ensure the level of innovation required to keep ahead of competitors and to meet customer expectations, even as they continue to grow.

Personalised experiences drive value for the end user. You can have a perfect product, but if your promotional codes don't work, or your website crashes, then there is a wall between your customer and your product, which they are unlikely to break through.

To maximise your investment in digital experiences, tracking application performance is a must.

Application performance needs to be front and centre for IT teams, but also for any department responsible for — or investing in — the customer experience. Leaders should be monitoring application performance in real-time relative to specific lines of business. The data from this provides valuable context for prioritising the necessary optimisations and helps lay the groundwork for a proactive approach to running your production environment.

It is no longer enough for businesses to invest in sophisticated marketing activities, thoughtful product development, and value-driven sales efforts. Applications are a critical part of the customer experience, so investments must be made in the optimisation of application performance monitoring.

Businesses must orientate their thinking around a proactive, real-time approach that helps them win and retain customers to drive sustainable growth. ■

KEY TAKEAWAYS

- The on-demand economy has changed the rules — consumers have more choices than ever before.
- 58% of IT teams find out about performance issues from users calling.

MAKING ORGANISATIONS ALIVE, INTELLIGENT WITH AUTOMATION

Bob de Caux at IFS explains relationships between digital twin, process automation, operational intelligence, and observe, orient, decide and act loop.



BOB DE CAUX,
Vice President Automation,
IFS.

According to a 2019 study from Mindtree, 77% of organisations have implemented some artificial intelligence-related technologies in the workplace. These artificial intelligence technologies are already driving tangible value, but most often address only specific segments of the business, making decisions or guiding human decisions in limited areas.

Once we combine artificial intelligence with the broader concept of a digital twin of the organisation,

businesses can automate decision-making not just in disconnected parts of the company or processes, but across the enterprise.

A digital twin is simply a digital representation of a company and its processes. The combination of artificial intelligence with digital twins will deliver a new modality, intelligent process automation, as executive teams apply artificial intelligence to solve broader problems in their business.

What role do digital twins play in this progression towards enterprise-wide artificial intelligence?

An artificial intelligence algorithm used to optimise a narrow slice of the business must have access to and understand data about the specific business function involved in that specific area. In order to deploy artificial intelligence across the broader business, that algorithm must be able to understand and access information and metadata explaining the importance of that information through the entire business value chain.

A digital twin captures all areas of your organisation including the strategic, tactical and operational relationships between different divisions, functional units, equipment objects, assets or personnel roles. An artificial intelligence algorithm, or series of algorithms packaged as reusable cognitive services, can use the

digital twin to understand and solve different business problems, and truly automate the entire organisation.

The digital twin gives you the tools to facilitate artificial intelligence across your organisation, handing entire business functions over to intelligent process automation-driven decision support and automated decision making. This is not an entirely new concept, and enterprise software companies have been moving in this direction for some time by developing operational intelligence, tools for business.

Operational intelligence provides executives with real-time and dynamic business analytics that yield insights not just on static data, but streaming events and business operations. This enables them to move through the observe, orient, decide and act, OODA loop faster than their competitors.

An artificial intelligence-powered digital twin as we have described it is the evolution of classic operational intelligence software and gives executives real-time and actionable operational dashboards and support for making decisions on a course of action. In aviation, drone aircraft are the latest step in a natural process as the entire observe, OODA loop is automated.

An artificial intelligence algorithm can look at and comprehend infinitely more data points and

dynamics than a human pilot and make optimal decisions in the moment. Similarly, in business, a digital twin can support executive decisions and lets an executive team automate the execution of these decisions.

The algorithm will make decisions accordingly, more efficiently than any human mind ever could. Digital twins will extend this approach to the business strategy level, enabling an executive team to ask algorithms to optimise business operations

KEY TAKEAWAYS

- Drone aircraft are the latest step in a natural process as the observe, orient, decide and act loop is automated.
- A digital twin is simply a digital representation of a company and its processes.
- An artificial intelligence algorithm must have access to data about the specific business function involved in that specific area.
- Algorithms must be able to understand and access information and metadata explaining the importance of that information.
- An artificial intelligence algorithm can look at and comprehend infinitely more data points than a human pilot.

for short term revenue, customer retention, new business acquisition or other enterprise-wide goals.

There are four areas that help bridge the gap between decision support and automated decision-making in a digital twin context.

#1 KNOWLEDGE REPRESENTATION

Knowledge representation means classifying and cataloging unstructured data: cognitive computing techniques like cognitive search and text analysis can make sense of this data and to build it into an intelligent and accessible knowledge base.

First-time fix rate in field service repair will greatly benefit from an intelligent work order that can automatically parse, interpret and present the information a field technician will need to complete a service call, from manuals and documents to previous resolutions and lists of necessary parts.

#2 INTELLIGENT DECISIONS

Artificial intelligence and machine learning can then add context to these internal and external data sources and monitor processes, learning from their execution. Artificial intelligence-powered enterprise software will predict deviations from the normal or optimal flow and even recommend improvements. The combination of advanced support to decision-making and automation is what ultimately will lead to truly

intelligent decisions.

It is important to point out, though, that artificial intelligence used to support business processes must be as explainable as possible to help users understand the rationale behind decisions and recommendations and ultimately gain their trust over time.

#3 AUTONOMOUS EXECUTION

Machine learning enables software to identify values and thresholds for specific decision points based on past data, entirely automating decision making when possible, facilitating faster decision execution and allowing for the collection of feedback on the effectiveness of the flows. This means intelligent process automation-enabled software can continually monitor, optimise and improve the workflows themselves.

#4 ENHANCED ASSISTANCE

Multiple channels can be used to allow users to interact with intelligent knowledge bases and to drive value from the automated processes. Conversational user interfaces are already a reality for enterprise software and enhanced assistance is offered to office and field workers alike via chatbots and even through augmented reality channels, where information from the artificial intelligence-supported knowledge base can be visually presented to the field worker.

Intelligent process automation will probably come to market as a built-in feature enterprise business software as early as this year. The time to start preparing mentally for this eventuality is now. Organisations that creatively think ahead, envision the potential and make plans to manage the necessary changes will be the first to leverage intelligent process automation for competitive advantage. ■

Digital twins enable an executive team to ask algorithms to optimise business operations.

Future of Work Global Survey 2020

Challenges, investments and driving remote work performance

Business leaders are comfortable and optimistic about broad scale remote work, or Work From Anywhere, according to the *Riverbed Future of Work Global Survey* that included 700 respondents. However, the findings indicate the majority of organizations were not well prepared for the sudden shift to remote work due to COVID-19, but are now investing to drive better remote performance as more employees are expected to work remote long-term.

95%

of business leaders are comfortable with employees working remote

50%

expected increase in remote employees (post COVID-19) — one-quarter to work remote

Few Were Ready for Extensive Remote Work

At the beginning of the COVID-19 outbreak, most businesses did not have the right technology solutions in place.



not completely prepared to support extensive remote work



either completely or somewhat unprepared for the change



whose workforce was already **50%+** remote were completely prepared

Source: *Riverbed Future of Work Global Survey 2020*.

Priority Improvements for Remote Working

Business leaders are already prioritizing their top initiatives for the next two years.



43%

updating remote workplace strategies and policies



42%

increasing cloud services or SaaS apps



40%

improving visibility of network and app performance



40%

automating remote network operations



40%

investing in digital security technology and software



40%

re-evaluating and/or re-architecting IT environment



38%

investing in app or network acceleration solutions

Remote Working: Benefits for People and Business

Business leaders expect long-term benefits for their employees and bottom line as a result of increasing their remote workforce and progressing toward a Work From Anywhere world.



50%

better work-life balance



50%

savings from office space and related costs



49%

better use of technology



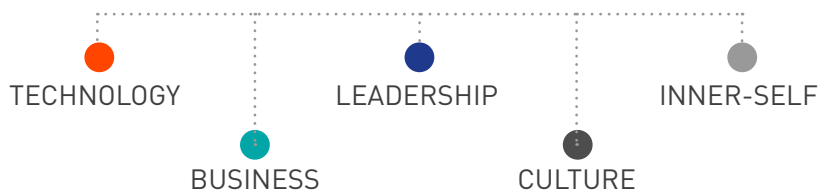
43%

increases in productivity

Source: Riverbed Future of Work Global Survey 2020.

GCF UNITE 2020 WebSummit

"A New Normal of Technology,
Business & Networking Events "



90 DAYS MILESTONES

62+
SESSIONS

6000+
C-SUITE ATTENDEES FROM
32 COUNTRIES

100+
INTERNATIONAL AND
TOP INDUSTRY LEADERS.

PARTICIPATION
OF OVER
31+
COUNTRIES



89%
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